

PLAN **BOLD** • PLAN **SMART**

PLAN

BRIDGEPORT

4/22/19

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Image Source: Wikipedia.org

INTRODUCTION

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Welcome to Plan Bridgeport!

Plan Bridgeport is Bridgeport, Connecticut's Plan of Conservation and Development (POCD). The Plan documents the state of the City and provides a guide for its future. It provides a future vision that is based in the realities of the resources and constraints that are present in Bridgeport today.

The Plan establishes a vision for Bridgeport's physical form, economic and social health, and quality of life. That vision provides a foundation for policy and funding decisions and informs the City's zoning regulations, which protect the health, safety and welfare of the people of Bridgeport. The Plan recommends strategies and actions necessary to realize the vision.

Plan Bridgeport was developed with extensive input from city residents, businesses and stakeholders, elected officials, and City staff. That outreach included hundreds of conversations at events throughout the city, multiple workshops, focus group meetings, interviews, and an online survey. In total, the planning process received input from over one thousand stakeholders.

This plan meets Connecticut General Statutes which require that a municipal plan of conservation and development be updated every ten years. It is also consistent with both the [State Plan of Conservation and Development](#) and [MetroCOG's 2015 Regional Plan](#).

How Plan Bridgeport is Organized

The Plan is organized around guiding principles which are identified in the Plan's vision statement. The Plan also identifies **goals** that support the guiding principles and **strategies** that provide guidance on how to achieve the goals. Specific **actions** are identified in the implementation section of the Plan. Actions are the step by step methods of implementing strategies and achieving goals.

The plan also identifies four areas, or themes, that should be prioritized for implementation. These themes follow on the priorities identified in the 2008 POCD, and describe development strategies to pursue over the coming decade. They include:

- **Waterfront**
Clean, protect and redevelop the Waterfront as an economic engine and recreational resource.
- **Transit Oriented Development**
Concentrate dense, mixed use and walkable development around upgraded multimodal transportation infrastructure.
- **Neighborhoods**
Strengthen neighborhood centers and corridors by reviving commercial activity and ensuring connectivity to other neighborhoods and the Downtown.
- **Housing**
Create the necessary conditions for increased residential development, at all price points and of all types, that can be financed without City assistance.

Vision

The vision describes what the people of Bridgeport value and what the City will strive toward over the next 10 years. The vision is not a description of the city as it is today. Instead, it is an expression of the desires and aspirations of the community in a statement that is meant to guide municipal leaders and organize the goals and strategies of the Plan. The vision anchors Plan Bridgeport in an ethos that can be continually returned to for comparison as policies and strategies are formed into the future.

Guiding Principles

The guiding principles are components of the vision. Each guiding principle comprises a section of this Plan. The Plan's goals, strategies and recommended actions are organized around these principles.

Goals

Goals are commitments towards achieving the vision. They are consistent with the guiding principles and establish a desired impact.

Strategies

Strategies are the methods by which the goals will be achieved. They describe the interim outcomes that can lead to achieving the impact described in a particular goal.

Actions

Actions are specific steps that can be taken to accomplish strategies. They are the first steps to be taken toward achieving the Plan's vision.

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Bridgeport's Vision

Bridgeport is a **regional center** in eastern Fairfield County. As a regional center and transportation hub, Bridgeport provides the region with goods, services, jobs, higher education and healthcare. Bridgeport is a sustainable city with an environment, governance, and practices that support a **livable city** for generations into the future. As a livable city, Bridgeport has a diversity of housing options and educational opportunities in an environment that is safe, clean, and easy to travel within. The City's residents are **healthy** and have access to healthy food, recreation opportunities, and health care. Bridgeport is an **equitable** community that is inclusive and celebrates its diversity. The City's costs and resources are fairly distributed among residents, property owners, and other stakeholders and city policies are fair and uniformly enforced. **Nature** is present and accessible throughout the City – in parks, on streets, in neighborhoods, and along the City's waterfront. It provides habitat, contributes to health and supports outdoor recreation. Bridgeport has a **robust economy** which provides jobs and opportunities for a broad spectrum of its residents.



Image Credit: Karyn Leito

Bridgeport's Guiding Principles

Goals

Bridgeport is a Livable City

Bridgeport will:

1. Increase usage of transit and alternative modes of transportation.
2. Encourage density of development in areas that are well served by transit and are within walking distance of places of residence, employment, goods, and services.
3. Adopt a Complete Streets approach to transportation planning and improvements.
4. Update zoning regulations to allow for a greater mix of uses and increased bikeability/walkability.
5. Encourage infill development.
6. Improve and expand public facilities and resources in neighborhoods.
7. Continue improvements aimed at revitalizing the Downtown.
8. Enhance connectivity and accessibility between neighborhoods.
9. Preserve and rehabilitate historic properties.
10. Improve sustainability and energy efficiency of existing buildings and new construction.
11. Enhance the resiliency of Bridgeport's neighborhoods.
12. Proactively manage the city's automobile transportation network.
13. Build a new train station in East Bridgeport (also called "Barnum Station") with accommodations for high speed trains to stop.

Bridgeport has a Robust Economy

Bridgeport will:

1. Reduce the tax burden on residents by growing the grand list, attracting new businesses, growing existing businesses, and encouraging corporate citizenship.
2. Continue the redevelopment of Bridgeport's

Bridgeport has a Robust Economy (cont.)

- Downtown as a transit-oriented hub for commercial, retail, and entertainment activity to supplement a growing high-density residential neighborhood.
3. Leverage the inherent economic value of the waterfront.
4. Increase the growth of neighborhood commercial centers and corridors.
5. Encourage development of brownfields and other underutilized or vacant properties.
6. Continue to promote the growth of the arts and entertainment industry that includes an economically viable local arts and culture industry.
7. Better leverage the economic benefits of anchor institutions in Bridgeport.
8. Support the growth of innovative and start-up businesses.
9. Promote the growth of the advanced manufacturing industry.
10. Maintain a labor force that can support the growth of new businesses and industries in the city.
11. Support housing development and housing reinvestment as a strong contributor to Bridgeport's economy.
12. Promote the growth of the energy industry in Bridgeport, with a focus on green energy generation.
13. Increase the marketing of business and real estate development opportunities in Bridgeport.
14. Regain commercial airline service at Sikorsky Airport and continue to support corporate, private, and general aviation.
15. Lead the effort to build a new train station in East Bridgeport ("Barnum Station") with accommodations for high speed trains and position the area for redevelopment.
16. Review how State PILOT programs impact Bridgeport's tax base and address the challenges of tax-exempt properties.

Bridgeport is an Equitable City

Bridgeport will:

1. Institute policies that encourage a diversity of housing types across neighborhoods to maximize choice for people of all economic and social circumstances.
2. Ensure that all residents have an opportunity to thrive economically.
3. Encourage growth and development that is sensitive to the potential for gentrification.
4. Ensure that everyone has access to infrastructure necessary to support a high quality of life including public transportation and parks and recreation centers.
5. Ensure that Bridgeport's economically disadvantaged neighborhoods are not disproportionately impacted by environmental hazards and climate change.
6. Provide quality education opportunities for all schoolchildren and adults interested in completing or furthering their education.
7. Ensure that the City's governance is equitable.
8. Ensure that the City's employees, teachers, and public safety personnel are socially engaged with the community.
9. Protect vulnerable populations such as the economically disadvantaged, racial and ethnic minorities, those with alternative lifestyles, low-income children, the elderly, the homeless, and those with chronic health conditions, including severe mental illness.
10. Ensure that City services are accessible to residents and visitors with limited English proficiency.
11. Provide residents with access to services throughout their life.
12. Incorporate equity considerations into decision-making across sectors and policy areas in the City.

Goals

Bridgeport's Guiding Principles

Goals

Bridgeport is a Healthy Community

Bridgeport will:

1. Connect residents to health care resources in the city and region.
2. Promote a well-connected and coordinated public and private healthcare system that includes ancillary health organizations.
3. Ensure residents are connected with adequate social services to serve their needs.
4. Reduce sexually transmitted disease and teen pregnancy in Bridgeport.
5. Ensure that residents have access to healthy locally grown foods.
6. Support the needs of all residents to live in a clean environment.
7. Actively manage noise pollution within the city's neighborhoods and residential areas.
8. Protect and improve air quality.
9. Protect and improve water quality.
10. Ensure that residents feel safe in the community.
11. Ensure that the City's employees, teachers, and public safety personnel model healthy behavior for the rest of the community.
12. Improve access to physical and recreational activities for residents of all ages and capabilities.
13. Prepare for potential public health emergencies.
14. Encourage the remediation and redevelopment of brownfields.
15. Encourage risk-reduction strategies related to substance use among residents of all ages.
16. Incorporate health considerations into decision-making across sectors and policy areas in the City.

Bridgeport Values Nature

Bridgeport will:

1. Protect and restore natural habitats.
2. Restore and protect the city's waterfront and waterbodies.
3. Protect and expand the city's urban forest.
4. Improve existing parks and open space network to ensure that functional open space is accessible to residents of all neighborhoods.
5. Ensure that the parks and open space system is well funded and supported.
6. Continue to reduce carbon and greenhouse gas emissions.
7. Continue to shift towards clean and renewable energy sources.
8. Enhance resilience against impacts of coastal storms and climate change.
9. Increase sustainable practices in business and development.
10. Connect education to nature.
11. Minimize the generation and environmental impacts of solid waste.
12. Incorporate sustainability considerations into decision-making across sectors and policy areas in the City.

Bridgeport is a Regional Center

Bridgeport will:

1. Commit to playing a leadership role in convening and facilitating the regional policy discussion and commit resources to supporting and advocating for a regional policy agenda.
2. Expand Bridgeport's role as the lead economic development engine in the region.
3. Enhance connections with regional institutions of higher learning.
4. Embrace Bridgeport's role as a regional center for arts and culture.
5. Embrace the Bridgeport's role as the regional transportation hub.
6. Increase regional connectivity through expanded transit service.
7. Consider regional housing needs in the creation of housing policies.
8. Develop a waterfront and open space system that is better connected to, and enjoyed by, the region.
9. Strengthen regional coastal resilience and natural hazard mitigation.
10. Assist in reducing the regional carbon footprint by continuing to lead in renewable energy generation and utilization of energy efficient infrastructure.
11. Play a part in promoting regional food security.
12. Actively promote regional cost-sharing.
13. Lead the region and other Connecticut cities in addressing structural fiscal issues related to its function as a provider of regional services.

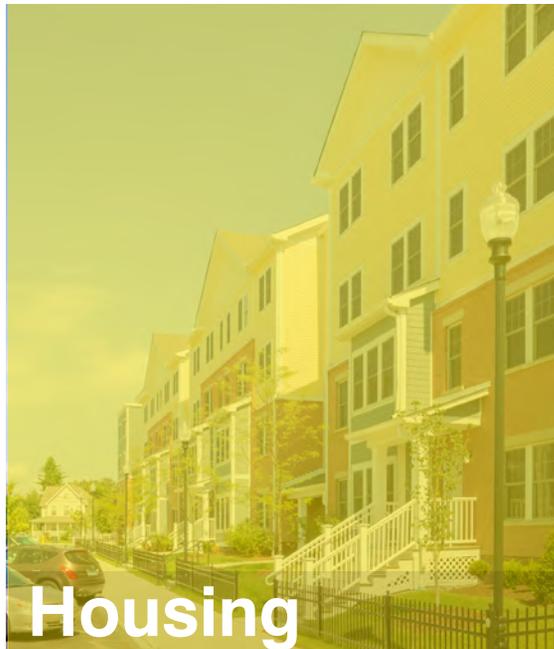
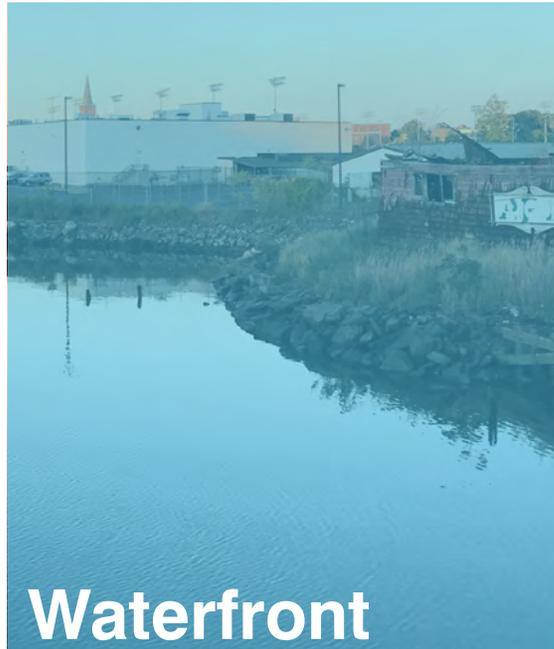
Goals

Plan Themes

In addition to the Plan's guiding principles, a number of themes emerged during the planning process. Many of the Plan's goals and strategies are aligned with one or more of these themes. These four main themes include Bridgeport's **waterfront**, transit oriented development (**TOD**), **housing**, and the city's **neighborhoods**.

The themes represent specific areas of focus within the Plan and within the six guiding principles that comprise the community's vision. Strategies that are aligned with these themes are noted by a colored bullet point adjacent to the strategy as follows within the document:

- Waterfront Strategies
- TOD Strategies
- Housing Strategies
- Neighborhood Strategies



Waterfront: Clean, protect and redevelop the Waterfront as an economic engine and recreational asset.

Waterfront property is synonymous with high value land. Most coastal cities have a combination of key parks and higher end residential or office properties along the water, while a handful of cities also maintain valuable shipping ports as part of their waterfront. Bridgeport once prioritized the waterfront for world renowned industries. Today, aside from the residences in Black Rock, a handful of marinas and a small number of factories, waterfront property in Bridgeport is some of the most underutilized and economically unproductive property in the city.

Due to the inherent value of waterfront property, the current state of underuse also means that the waterfront presents the most exciting opportunity for repositioning and redevelopment in the city. Over the next ten years, the City of Bridgeport should commit to realizing the potential of its waterfront by reclaiming underutilized properties, cleaning any remaining pollution, preparing for the risks caused by coastal flooding and redeveloping these sites to be the high value, publicly beneficial properties that they must be.

Through the [Waterfront Master Plan of 2017](#), the City has already identified what properties are underutilized and has laid out a vision for how they should be redeveloped. It should work with property owners to acquire or assist in the redevelopment of these sites. The Waterfront Plan also identified Opportunity Sites - prime locations for large scale transformation into mixed use developments that preserve public access along the water – which should be prioritized for redevelopment.

The City should continue pursuing the goal of creating a publicly accessible pathway along as much of the waterfront as is possible. This would connect waterfront properties across the city and create new parkland along the shore.

As Bridgeport works to create more safe routes for bicycles and pedestrians throughout the city, it should focus on achieving a large part of the increase along this new waterfront pathway. At the same time, new parks and facilities for play and relaxation should also be developed along the water, as way points on the pathway and centers of activity that will enhance the value of nearby properties.

Through zoning regulations and permitting requirements, the City should promote the development of clean, neighborhood friendly uses on waterfront land, while requiring industrial users to include open space buffers along the water to reduce water pollution. These requirements should also ensure that this open space serves the purpose of protecting neighborhoods and property from the risk of coastal storms and flooding.

Coastal resilience can be accomplished either by creating barriers, lifting structures above potential flood heights or reintroducing marshes, coastal vegetation and floodable landscapes that can weaken the powerful waves and surge caused by storms. The City should not just mandate, but also support these efforts by seeking grant funding, partnering with developers and dedicating city capital to help finance and guide the waterfront transformation.

The City is committed to the following objectives in support of the city’s waterfront:

- Develop a resiliency component for the NRZ plans of all coastal neighborhoods by 2029.
- Construct 3.5 linear miles of waterfront pathway by 2029.
- Reposition and redevelop vacant and underutilized commercial waterfront properties by 2029:
 - Environmentally assess, clean and zone 400 acres of land.
 - Begin redevelopment of 300 acres of land.
 - Complete redevelopment of 200 acres of land.

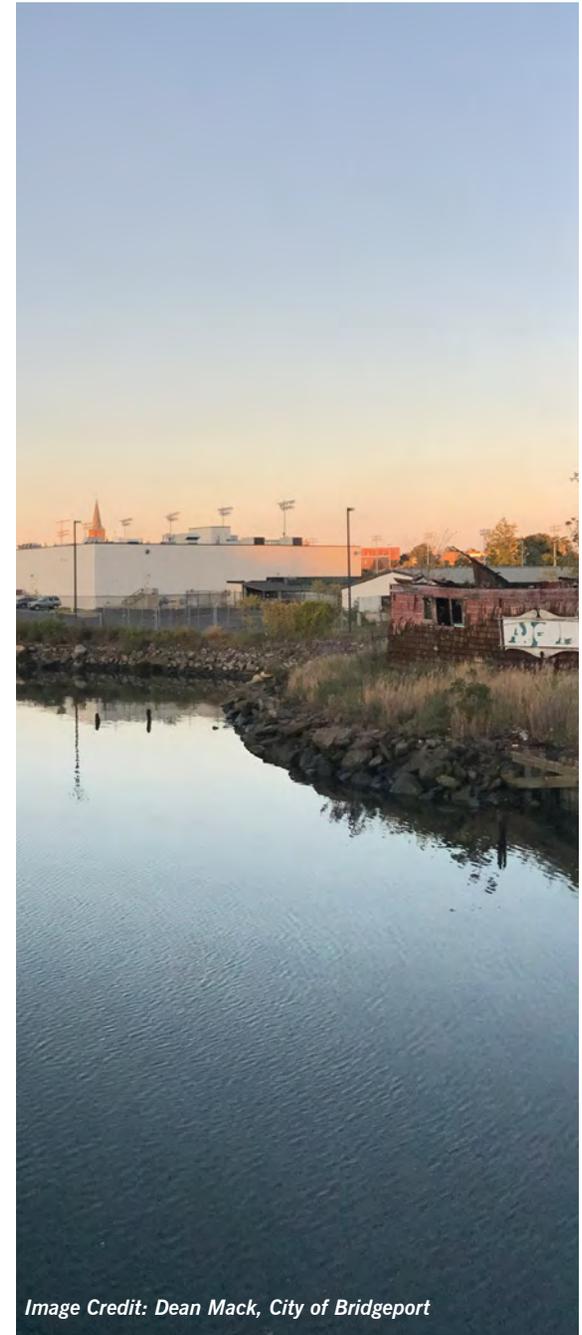


Image Credit: Dean Mack, City of Bridgeport

TOD: Concentrate dense, mixed use and walkable development around upgraded multimodal transportation infrastructure.

One of Bridgeport's greatest assets is its accessibility through many forms of transit, including interstate and state highways, heavily utilized railways, regional bus facilities, a regional airport and a ferry service connecting to Long Island. The City has invested significant funds over the last two decades, including federal and state funds, to upgrade some of this infrastructure to improve the flow of people and commerce to, from and within the city.

Yet with highway congestion worsening each year and car ownership a difficult expense for many to manage, the increased demand for alternative modes of transportation requires further improvements to transportation infrastructure, with a focus on transit.

Upgraded infrastructure is necessary to ensure a safe increase in the number of people using transit to get around, and the City plans to take advantage of increased capacity by improving access to transit, making it an affordable and convenient alternative to driving for Bridgeporters. This will require both making sure that transit services are being provided where they are most needed and promoting a density of development near transit, so that more people can quickly walk, bike or ride to transit stops and stations.

Large investments are required when upgrading fixed transit like railways, train stations and bridges. The most important of which is the development of a new train station in East Bridgeport that can support express rail service along the Northeast Rail Corridor. The City should commit to exploring creative ways to finance investment in new stations as well as upgraded infrastructure, that can complement or replace state and federal funding. Establishing TIF districts is a strategy that the City should investigate for promoting general development as well as for financing infrastructure investments. Other public private

partnership formats that should be pursued could include development rights adjacent to, or as a part of, infrastructure projects.

Bridgeport will also work with Greater Bridgeport Transit (GBT) to enhance bus service through investments in new shelters as well as service that meets evolving local and regional demands. Enhanced technology can also improve the convenience of bus transit, making neighborhoods along bus lines more attractive.

These longer-trip and larger-scale transit options must be integrated into the city and a Complete Streets approach to transportation planning will greatly increase the bicycle and pedestrian amenities that will connect to the stations and ports. By increasing the amount and connectivity of safe walking and biking routes, and ensuring that they lead to bus stops, train stations and other transportation infrastructure, transit options can become a convenient and often cost saving alternative to personal vehicles

The City should work to rezone the areas around transit to increase the allowable density, making it easier to build housing and jobs that can be easily accessed without the need for a car. It is important that housing near transit be affordable at all income levels, so that the cost savings of transit ridership can be enjoyed by those who need it the most.

The City is committed to the following objectives in support of transit oriented development:

- Develop 4,300 housing units within ½ mile of Bridgeport Station (expanded Downtown) by 2029.
- Complete design and secure financing to construct Barnum Station with 4 track access by 2026.
- Construct 30 miles of bicycle lanes by 2029.
- Improve the city's Walk Score® to 70 and Bike Score® to 65 by 2029.



Image Credit: Ned Gerard, CT Post

Housing: Create the necessary conditions for increased residential development, at all price points and of all types, that can be financed without City assistance.

The housing situation is complex in Bridgeport, as there are contradicting policy problems: housing is *too expensive* for many families to afford, while at the same time, *not expensive enough* to generate profit for real estate developers. The lack of a profit incentive to build new housing has led to an aging housing stock and overall shortage in housing as demand for housing continues to increase at all price points.

As of 2017, 39% of Bridgeport's housing stock is at least 70 years old, and only 12% is less than 40 years old. Older housing stock is more likely to have lead and asbestos hazards, more expensive to heat and cool and more prone to require costly repairs. It is also generally less expensive than newer housing to buy, meaning that those with lower incomes tend to live in housing that has an increased risk of causing health problems and is more costly than newer housing to properly maintain.

New housing development is required to update the housing stock, and to relieve the pressure on housing costs, by increasing supply to meet or exceed demand. Yet between 2008 and 2017 only 554 housing units were added to Bridgeport's housing stock. During the same period, the population grew by nearly 11,000, generating demand for over 4,250 additional housing units. In other words, at least 85% of new housing demand was unmet in Bridgeport. The longer this trend continues, the more housing prices will rise at all price points for all Bridgeport residents.

One way the City should try to incentivize new housing development is by updating the zoning code to allow for more housing to be built. In many neighborhoods, due to changes in the zoning code over time, regulations do not allow for a residential building that is demolished to be replaced by a residential building

of the same size and instead, can only be replaced by a smaller building without seeking a special exemption from a land use commission. Another way to increase housing supply is to allow for accessory dwelling units to be built through additional zoning updates.

To reduce administrative costs and time added to development, the City should streamline its permitting and licensing processes, eliminating any redundancies. Another administrative goal should be to make these processes more transparent, so that both the total cost and length of time can be accurately estimated when an application is submitted.

The City should communicate with professionals in the local housing industry, including developers and realtors, to understand current trends and respond in a way that will have an impact on development.

The City should also work with housing advocates and community non-profits to explore the possibility of creating a community land trust, focused on preserving housing units that are reserved for lower income families in perpetuity. At the same time, the city must strive to ensure the safety and quality of all subsidized housing units, so that those with fewer housing options aren't forced to live in conditions that can put households at risk of exposure to health hazards.

The City is committed to the following objectives in support of neighborhood development in Bridgeport:

- Update zoning regulations by 2022 to encourage housing development in appropriate areas of Bridgeport.
- Integrate at least 150 units of public housing into mixed-income developments by 2029.
- Develop 1,800 market rate residential units in areas of Bridgeport outside of the expanded Downtown, by 2029.
- Develop 440 affordable units (less than 80% of AMI) in areas of Bridgeport outside of the expanded Downtown by 2029.

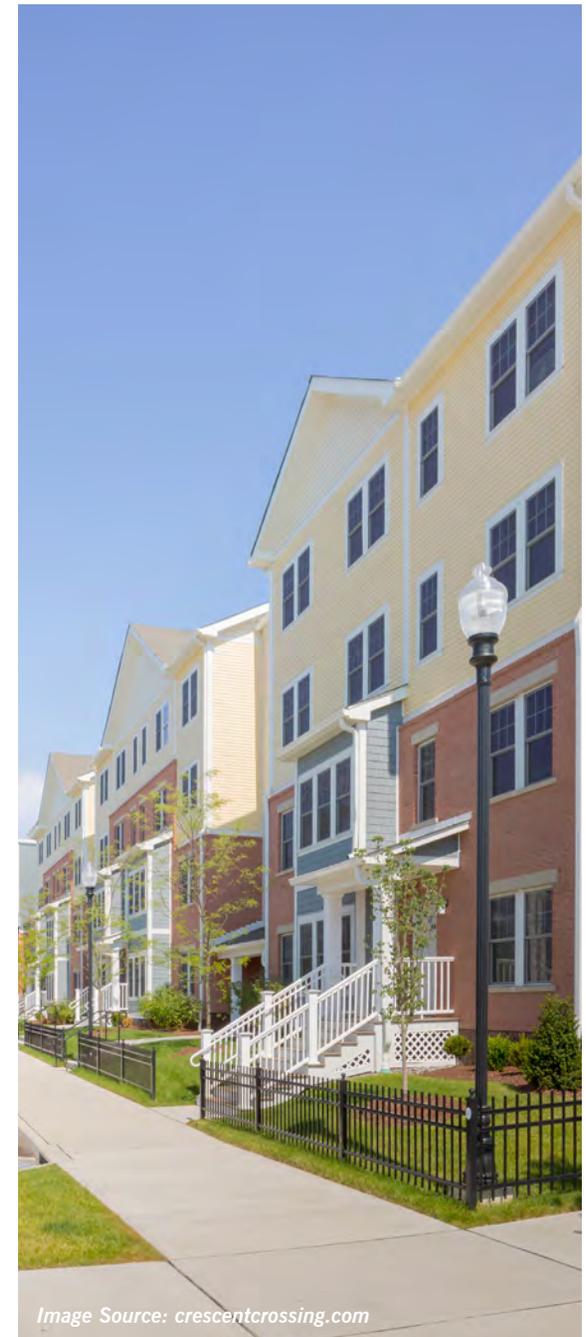


Image Source: crescentcrossing.com



Neighborhoods: Strengthen neighborhood centers and corridors by improving quality of life and working to revive local commercial activity.

While the City should continue committing resources to the redevelopment of Downtown, it is anticipated that over the next decade, development in that part of Bridgeport will become more self-sustaining. This will allow for the City to shift focus, increasing efforts to revitalize neighborhood centers and corridors.

Initial revitalization actions should concentrate on improving conditions such as blight, vacant properties, and the lack of, or poor quality of, community resources and amenities like libraries, parks and community centers. It is also important to improve the safety of some neighborhoods, before investment and development can be pursued.

Collaboration with the community is important to engender a shared sense of ownership in the project of revitalization. The City should identify partners to assist in anti-litter, anti-dumping and anti-blight campaigns in targeted neighborhoods. The City should also work with community groups like NRZs and regional non-profits to identify community resources that are most in need of upgrading. Improvement strategies should be developed that involve cost sharing between the City and other entities.

A low-cost way to enhance community access to resources is to activate school facilities outside of the normal hours of use by schoolchildren. The large buildings, libraries, playgrounds and fields that are utilized by schools during the weekdays can be made more accessible for community education programs and recreation, in the mode of community centers and public libraries.

It is essential for neighborhoods to be safe, and to be perceived as safe, before redevelopment can occur. While the above-mentioned efforts should improve some of the environmental factors that can lead to

a perception of disorder and insecurity, other efforts should be taken to enhance safety directly. The City should work towards building up community block watch programs by adding additional block watches where they are needed and attempting to reactivate dormant block watch groups. The City should also attempt to create opportunities for public safety personnel to engage with community members so cooperative relationships can be developed and mutual trust enhanced.

Once effective strategies are being implemented to improve quality of life, the City can again shift its focus to attracting investment and development into the neighborhood centers and corridors. Infill development should be a key part of this strategy, as there are many vacant and underutilized lots in some of the City’s neighborhoods. Rezoning to allow dense, mixed use development on these generally small infill lots is important for unlocking investment in new development or renovations, so that improvements can be made without special land use approvals.

The City should also consider assisting communities in the establishment of local Business Improvement Districts – like the DSSD in Downtown - that generate revenue exclusively dedicated to maintenance and aesthetic improvements in their commercial area.

The City is committed to the following objectives in support of expanding neighborhood development in Bridgeport:

- Develop and adopt a Complete Streets Policy and Guidelines by 2022.
- Plant 3,000 trees by 2029.
- Add 5 additional block watch groups for a total of 50 by 2029.
- Reenergize existing block watch groups to 90% activation by 2024.



Image Credit: Donaven Doughy



Image Source: Form Based Codes Institute

BRIDGEPORT IS A LIVABLE CITY

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Guiding Principle: Bridgeport is a Livable City

With a population of 147,000 people, 30,000 jobs and the highest population density of all Connecticut cities, Bridgeport is a bustling urban community and one of the major centers of activity in the Northeast. The city accommodates many land uses within a relatively compact 16 square mile area. Approximately one-third (32%) of Bridgeport is comprised of residential areas and 25% is covered by parks or water bodies (including the Long Island Sound). The city's transportation network (streets, highways, and railroads) occupies 18% of the city while commercial, industrial, and institutional uses occupy 15% of the city's land.

These land uses, and the interface between them, must be carefully managed and balanced for Bridgeport to become a more livable city. This means ensuring that residential neighborhoods have adequate access to goods, services, and municipal facilities while protecting those neighborhoods from traffic and industry. At the same time, the city's Downtown, commercial corridors and neighborhood centers must be accessible by car and transit while remaining safe and attractive places for walking and bicycling.

In addition to the Downtown, the city has miles of commercial corridors where commercial development such as offices, stores, and restaurants are mixed with residences. It is important to promote the continued development of the Downtown and neighborhood centers, while also ensuring convenient connectivity between these areas. Ensuring that zoning regulations allow for a healthy mix of uses and increased walkability is one way that cities across the country are enhancing livability and connectivity.

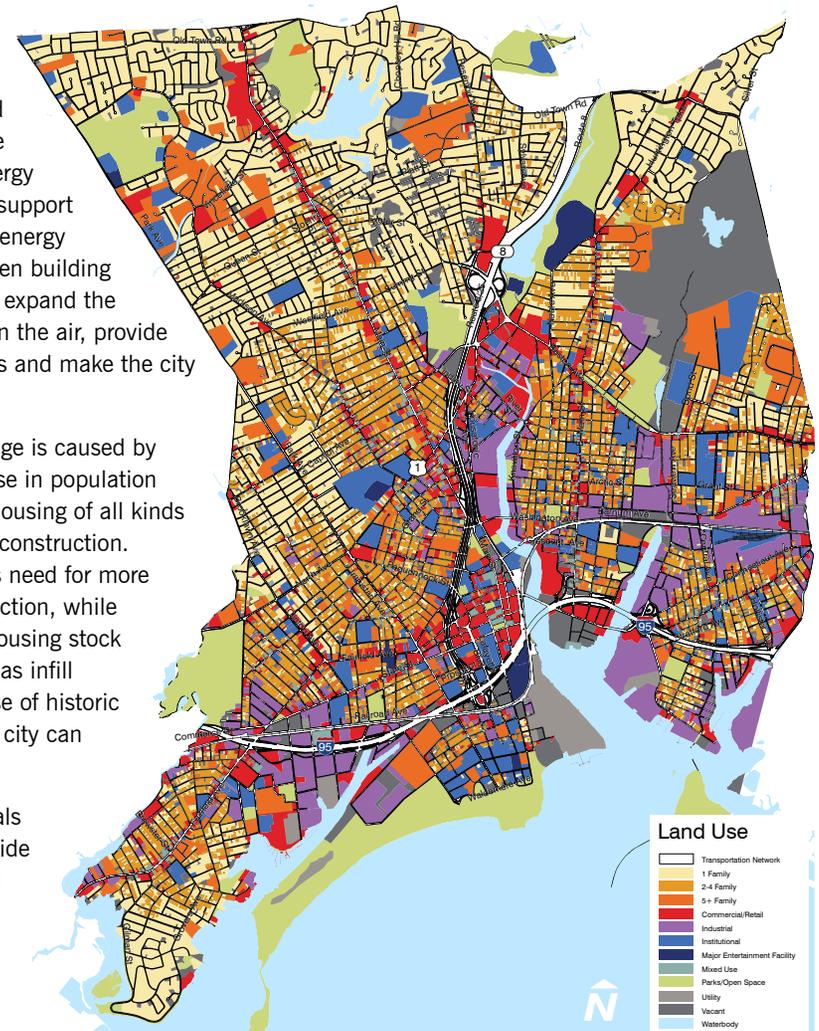
In seeking to be a more livable city, Bridgeport should also follow the best practices of other cities working

towards the improvement of pedestrian and bicycle infrastructure and access to transit. Within Connecticut, cities such as Hartford and New Haven have instituted "Complete Streets" policies that seek to balance the use of streets by improving access for pedestrians, bicyclists, and transit riders. This can greatly improve access to goods, services, jobs and recreation for those who don't have a personal vehicle, as it makes biking or walking safer and more pleasant.

Increasing transportation options beyond automobiles also enhances sustainability, a concept that is tied closely to livability. As buildings are the largest urban contributor to energy consumption, the City should also support initiatives that enhance residential energy efficiency as well as incentivize green building techniques. Bridgeport should also expand the city's urban forest as a way to clean the air, provide natural cooling in the warm months and make the city a more beautiful place to live.

Another important livability challenge is caused by the combination of a steady increase in population that has elevated the demand for housing of all kinds and a relative lack of new housing construction. Bridgeport needs to respond to this need for more housing by supporting new construction, while protecting the existing affordable housing stock from deterioration. Strategies such as infill development and the adaptive reuse of historic properties are means by which the city can respond to residential demand.

The following chapter identifies goals and strategies for the city that provide guidance on where to focus limited resources to continue to improve Bridgeport's livability.



Goal 1

Improve usage of transit and alternative modes of transportation.

Strategy

1. Adopt a policy to promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure. ●●
2. Work with the Greater Bridgeport Transit Authority (GBT) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service. ●
3. Include GBT in site plan review to make sure that project proposals enhance, and do not hinder, bus access. ●
4. Work with GBT and regional municipalities to establish and support a regional bikeshare, last mile mobility program. ●
5. Promote access to bus, ferry, and commuter rail and preserve easy, convenient, and seamless transitions between transit modes. ●
6. Promote coordination among different transportation providers/regulating entities to encourage multi-modal utilization of the transportation network. ●
7. Work with GBT and MetroNorth to improve transportation access and service. ●
8. Support improvements to fixed-route bus service through technology enhancements. ●
9. Consider working with Bridgeport employers to offer incentives that encourage the use of transit or carpooling instead of single-occupancy vehicles for commuting. ●
10. Leverage on-demand technologies to improve and expand paratransit. ●

11. Consider an increase in freight moving to and through Bridgeport by rail, barge or other means, and the infrastructure improvements that would be necessary to accommodate such an increase. ●
12. Work with GBT and Board of Education to best support student transportation.

Goal 2

Encourage density of development in areas that are well served by transit and are within walking distance of places of residence, employment, goods, and services.

Strategy

1. Focus on redevelopment in close proximity to Bridgeport Station to maximize transit-oriented development opportunities in the area. ●
2. Encourage the development of housing in the Downtown. ●
3. Concentrate dense housing along commercial corridors with bus service. ●●
4. Work with the State, and other stakeholders, to develop strategies for improvements to the Downtown Bridgeport Train Station. ●●●
5. Construct the [East Bridgeport \(Barnum\) Train Station](#). ●
6. Revise zoning in proximity of the [planned Barnum Station](#) to be more supportive of the development of a mixed-use job center. ●●

Goal 3

Adopt a Complete Streets approach to transportation planning and improvements.

Strategy

1. Adopt a Complete Streets policy. ●●
2. Improve the walkability of neighborhoods and connections between neighborhoods. ●●●
3. Ensure adequate maintenance of sidewalks, pedestrian crossings, and pedestrian signals. ●●●
4. Create a coordinated system of bicycle infrastructure. ●●
5. Improve pedestrian and bicycle wayfinding. ●●
6. Prioritize Safe Routes to School for lighting improvements, sidewalk repair, streetscapes, and other infrastructure improvements. ●●

Dots correspond with a plan theme. Click to jump to theme.

Goal 4

Update zoning regulations to allow for a greater mix of uses and increased bikeability/walkability.

Strategy

1. Expand amount of land that is zoned for a mix of uses. ●
2. Allow for small-batch and low impact manufacturing in more areas throughout the city. ●
3. Support the development of live-work spaces. ●●
4. Improve the walkability of neighborhoods and connections between neighborhoods. ●
5. Increase use of design guidelines and the integration of form-based zoning throughout the city.
6. Include bike storage facilities in rights of way as part of private development requirements. ●

Goal 5

Encourage infill development.

Strategy

1. Ensure that zoning regulations do not restrict infill development. ●
2. Maintain clear and consistent permitting procedures, and ensure that these procedures are accessible and transparent to the public. ●
3. Prioritize the remediation of brownfields by developing a goals-achievement matrix (GAM) for remediation projects.
4. Provide access to high-speed internet connections to underdeveloped and vacant sites. ●
5. Consider changing zoning to allow for accessory dwelling units. ●
6. Update the City's zoning to be more user friendly and to provide more flexibility for the development of a wide variety of housing options throughout Bridgeport. ●●
7. Consider zoning that allows for more small-batch manufacturing and other commercial uses in traditionally residential neighborhoods. ●
8. Explore the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use. ●

Click any case study title for more information.

Case Study: Complete Streets, Reading, PA



Reading, PA Source: WPSU Radio

The city of Reading, Pennsylvania was identified as the most impoverished city in the United States during the height of the recession in 2010. While no longer the most impoverished city in the US, the city still has a poverty rate of 39%. Yet, its city managers are leading the way in Complete Streets policy development, having been recognized as having the best Complete Streets policy in the nation in 2015 by Smart Growth America and the National Complete Streets Coalition.

Reading's policy grew out of a community workshop that brought together a cross section of the community to talk about safe routes for bikes, children, people with disabilities, public transport, and motor vehicles.

Reading's policy incorporates non-transportation goals such as green infrastructure for stormwater management, and makes aesthetics and placemaking a central focus to encourage walking and biking. The policy is part of an overall strategy to improve the city's downtown business district. While in the past, policies focused mainly on the automobile, now city staff evaluate street maintenance plans annually and look for opportunities to calm traffic and close gaps in the pedestrian and bicycle network.

**Case Study:
The Ellen Lurie School
Washington Heights, New York**



Students at The Ellen Lurie School Source: Children's Aid

The Ellen Lurie School, known as PS 5, is a large prekindergarten through grade 5 urban elementary school that opened in 1993. Located in the northern Manhattan neighborhood of Washington Heights, the school serves a community comprised primarily of newly arrived immigrants from the Dominican Republic. PS 5 operates in partnership with the Children's Aid Society of New York, which offers health and family social services that are intended to remove barriers to learning.

The school has special classrooms with separate entrances and playgrounds for the school's early childhood programs. A centrally located family room provides parents and other family members with a place to meet, socialize, and participate in workshops. Although the school principal is employed by the New York City Department of Education, and the community school director is employed by the Children's Aid Society, the two have adjoining offices. This arrangement reinforces the formal and informal connections between the two organizations.

The Children's Aid Society, in partnership with Mt. Sinai Hospital, operates a full-service medical, dental, and mental health clinic. Emphasizing preventive healthcare, the clinic provides annual checkups and screenings and acute care for sick children.

Goal 6

Improve and expand public facilities and resources in neighborhoods.

Strategy

1. Provide City resources such as parks and recreation facilities, libraries, and community centers in areas of need. ● ●
2. Work with Board of Education to open schools and grounds for community use.
3. Utilize vacant lots and school playgrounds to expand the public open space network.
4. Ensure that public facilities and new development are compliant with the Americans with Disabilities Act.
5. Use schools and libraries, in addition to community centers, as community education and gathering centers to stimulate lifelong learning and intergenerational learning.
6. Consider programs which reimagine underutilized spaces and turn them into areas to play, for both temporary and permanent installations. ● ●
7. Rethink roofs as public spaces which include playgrounds, parks, farming and horticulture, wireless networking and digital infrastructure, art installations, and even goods delivery via drones.
8. Utilize public art to activate public spaces and encourage community participation from all age groups. ●

Goal 7

Continue improvements aimed at revitalizing the Downtown.

Strategy

1. Redefine the boundaries of Downtown to include an "Expanded Downtown". ●
2. Encourage mixed use development. ●
3. Create an Arts District to establish a true geographic center for arts and culture in Bridgeport.
4. Continue to focus on redevelopment efforts to activate vacant buildings and parcels throughout Downtown. ●
5. Work with property owners to improve sidewalks, plazas, and facades. ●
6. Encourage and support small food stores, a green market, and retail and restaurant uses. ●

Goal 8

Enhance connectivity and accessibility between neighborhoods.

Strategy

1. Improve pedestrian lighting and streetscape amenities such as wide sidewalks, trash receptacles, art installations, and new coats of paint at all underpasses. ●
2. Rebuild the Congress Street bridge with pedestrian and bicycle amenities.
3. Create a citywide “Waterfront Pathway” as described in the Waterfront Master Plan. ●
4. Create the Yellow Mill Greenway, extending at least from Harding High School to the Yellow Mill Creek. ●
5. Create a Green Network that enhances connectivity between parks, open spaces, and other community gathering spaces. ●
6. Create a Multi-Use Trail Plan, designating priority routes for pedestrian and bicycle infrastructure improvements. ●
7. Deck over a portion of Route 8 to connect bisected neighborhoods, creating development and open space opportunities.

Goal 9

Preserve and rehabilitate historic properties.

Strategy

1. Update the survey of structures eligible for listing on the National Register.
2. Amend zoning to further protect structures deemed eligible for National Register listing.
3. Invest in renovations and rehabilitations to preserve the character of historic buildings and districts in Bridgeport. ●
4. Prioritize adaptive reuse of historical buildings that are vacant or falling into disrepair. ●
5. Ensure active participation in historic district commissions.

Case Study: Neighborhoods in Bloom Program Richmond, Virginia



Richmond, VA Source: Federal Reserve Bank of Richmond

Richmond’s Neighborhoods in Bloom program directs local, federal, and nonprofit funds to distressed neighborhoods that are most likely to leverage private investment. Richmond applied this targeted investment approach starting in the late 1990s. The city invested about 80% of its federal housing funds in 6 to 12 block sections of six neighborhoods. Richmond also directed many of its own capital improvement resources to these areas, and the Local Initiatives Support Corporation aligned many of its investments with the city’s strategy.

Richmond obtained political support for the strategy by working closely with community groups, elected officials, and community development corporations to select the targeted areas. Richmond also used data on neighborhood condition criteria and revitalization potential to inform its selections.

After selecting the neighborhoods, the City worked with nonprofit partners to buy vacant houses and lots, rehabilitate old houses, build new houses, provide down payment assistance and counseling to homebuyers, and help owners with maintenance. The city also stepped up code enforcement and increased police patrols in the areas. Five years after the program started, a Federal Reserve Bank Study found evidence that it had a positive effect on home prices in the targeted neighborhoods.

Goal 10

Improve sustainability and energy efficiency of existing buildings and new construction.

Strategy

1. Increase energy efficiency of existing commercial spaces and residential units. ●
2. Work to reduce carbon impacts and incorporate advanced sustainable building design in new developments.

Goal 11

Enhance the resiliency of Bridgeport's neighborhoods.

Strategy

1. Encourage the creation of neighborhood-specific coastal resiliency plans that embrace broad City policy goals while recognizing the unique assets and importance of each waterfront neighborhood.
2. Restrict development in high risk flood plains.
3. Consider the removal of existing development and infrastructure within those areas.
4. Plan for long-term adaptation through changes in zoning regulations and building codes. ●
5. Implement phased-in, long-term adaptation plans for existing development within flood zones.
6. Support the Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition project efforts to create a comprehensive flood protection system throughout the South End neighborhood.
7. Support the Lower West End Coastal Resiliency Planning Study recommendations and strategies.

Goal 12

Proactively manage the city's automobile transportation network.

Strategy

1. Assess infrastructure needed to accommodate electric vehicles, shared car services, and autonomous vehicles.
2. Evaluate on-street parking throughout the city to determine usage and needs.
3. Implement a resident parking permit program.
4. Implement an effective Parking Authority to address parking needs on-street and off-street.
5. Consider offering incentives to shift riders to on-demand service to get to the train station instead of building more parking facilities.
6. Create a network of charging stations throughout the city for electric vehicles.

Goal 13

Lead the effort to build a new train station in East Bridgeport ("Barnum Station") with accommodations for high speed trains and position the area for redevelopment.

Strategy

1. Secure funding for the construction of the East Bridgeport Train Station (also called "Barnum Station")
2. Revise zoning in proximity of the planned East Bridgeport train station (also called "Barnum Station") to encourage the development of a mixed-use, transit oriented district.
3. Encourage the marketing of 889 Barnum Ave as a development site for institutional or corporate campus development with an emphasis on creating a regional job center.



Image Source: Loopnet.com

BRIDGEPORT HAS A ROBUST ECONOMY

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Guiding Principle: Bridgeport has a Robust Economy

Bridgeport has a rich history as an industrial and financial center in Connecticut. The city's heavy manufacturing industry and the financial services tied to that industry have, however, declined precipitously from their WWII era peak. This has resulted in a decline in jobs that has continued through today, as employment contracted from 61,750 jobs in 1990 to 42,178 in 2017. To achieve a robust economy that works for all residents, Bridgeport must work to encourage job creation at all wage levels and throughout the city.

Thanks to the success of anchor institutions in the healthcare sector – Bridgeport Hospital and St. Vincent's Medical Center – as well as higher education – the University of Bridgeport and Housatonic Community College – Bridgeport has experienced employment growth in sectors such as health care and social assistance, education, and general services over the past decade. Of these, health care and social assistance is the largest employment sector with 12,875 jobs in 2017, comprising 30% of jobs in Bridgeport.

While jobs created in these sectors are valuable, they tend to generate relatively lower wage jobs when compared to those in the sectors that have contracted the most since 2005, including manufacturing, government and utility jobs. Though heavy manufacturing is squarely in Bridgeport's past, the existing infrastructure and uniquely large plots of comparatively inexpensive land left behind are uniquely suited to new-economy industries, including advanced manufacturing, maker spaces, innovation centers and live/work studios that can house a variety of commercial and creative users.

The presence of vibrant trade and technology education programs in Bridgeport, from GED to Ph.D level, presents an opportunity to create pipelines from these knowledge centers to local employment in innovative industries. Strengthening and expanding these and other educational programs and institutions will also be necessary to ensure that more Bridgeport residents can be part of a skilled labor force, capable of finding good paying jobs and of driving the success of Bridgeport businesses.

The City has been actively working on economic development for decades and has undertaken many development initiatives since the last comprehensive plan update in 2008. One major focus has been redeveloping the Downtown as a dense, mixed-use, Transit Oriented District through rezoning and tax incentives. These efforts have resulted in the attraction of new businesses and an increase in the residential population of Downtown by approximately 40% solely through the redevelopment of historic buildings as residential properties.

Bridgeport is a city of neighborhoods, many of which have historically supported thriving commercial corridors and centers, connected to each other and the Downtown by arterial streets and local bridges. As economic activity in the city slowed, so too did the neighborhood commercial districts. This has left Bridgeporters wanting for businesses that support their daily needs as well as an occasional short shopping trip, or access to a job that one can walk to. As the Downtown moves towards sustaining its growth without City assistance, Bridgeport should turn towards stimulating revitalization

throughout the neighborhoods that influence and sustain the lifestyles of most of its nearly 147,000 residents.

Another primary focus area for redevelopment is the revitalization of the city's waterfront. Once a bustling working waterfront covered with piers, rail spurs and factories, the waterfront is currently made up of the



largest consistently low-value swath of properties in Bridgeport. Most of the waterfront is underutilized and underdeveloped, which presents both challenges and great opportunities. There is more to be gained from redevelopment along the waterfront than in any other section of the city, as vacant parcels and outdated buildings can be transformed into public assets that drive adjacent development, or mixed-use developments attracting value by bringing businesses, residents and visitors to Bridgeport.

The goals and strategies in the following chapter outline a plan that the City government and the businesses, institutions, schools and non-profits can refer to as a guide for developing a robust economy in Bridgeport.

Goal 1

Reduce tax burden on residents by growing the grand list, attracting new businesses, growing existing businesses, and encouraging corporate citizenship.

Strategy

1. Streamline the City's business permitting and licensing processes to be efficient, effective, and expeditious.
2. Streamline the City's land use development process to be efficient, effective, and expeditious.
3. Work with local banks and Community Development Financial Institutions (CDFIs) - such as Capital for Change - to promote existing small business lending and micro-lending programs.
4. Promote Opportunity Zone investment in Bridgeport by supporting the efforts of regional partners.
5. Promote market available commercial and industrial properties by utilizing the Connecticut Economic Resource Center (CERC) [Sitefinder](#) and similar resources. ●●
6. Support MetroCOG's efforts to establish a Regional Economic Development District (REDD) with a Comprehensive Economic Development Strategy (CEDS) and federal designations that will be eligible for US Economic Development Administration funding.
7. Implement a "Contract with the City" for businesses receiving City incentives that specifies requirements such as a local hiring minimum as a condition of the benefits.
8. Establish Tax Increment Finance Districts in areas targeted for new development. ●

Dots correspond with a plan theme. Click to jump to theme.

Goal 2

Continue the redevelopment of Bridgeport's Downtown as a transit-oriented hub for commercial, retail, and entertainment activity to supplement a growing high-density residential neighborhood.

Strategy

1. Continue to focus on redevelopment efforts to activate vacant buildings and parcels throughout Downtown. ●
2. Focus on high density transit-oriented redevelopment that includes housing across price points within a half-mile radius of, and along connected transit routes to, the Bridgeport Train Station. ●●
3. Promote the continued growth of arts and small-batch manufacturing in the Downtown.
4. Implement a Tax Increment Finance District in the expanded Downtown. ●●
5. Revise regulations to allow temporary and alternative uses on the ground floor.

Goal 3

Leverage the inherent economic value of the waterfront.

Strategy

1. Prioritize development of [Waterfront Master Plan Opportunity Sites](#). ●
2. Reclaim underutilized and vacant properties along the waterfront. ●
3. Support deepwater port uses that are environmentally sound. ●
4. Implement recommendations of the [Waterfront Master Plan](#) which include increasing access to the waterfront and establishing a waterfront pathway. ●
5. Expand the existing intracity water taxi system in Bridgeport. ●
6. Attract a regional high-speed ferry stop in the Bridgeport Harbor.

Goal 4

Increase the growth of neighborhood commercial centers and corridors.

Strategy

1. Encourage the establishment of [Business Improvement Districts](#) throughout the City, including the Hollow neighborhood and East Main St, Connecticut/Stratford Ave, Madison Ave, Wood Ave, and Fairfield Ave corridors. ●
2. Ensure that zoning allows for as-of-right infill development for appropriate densities and uses to support increased commercial activity around neighborhood centers and corridors. ●
3. Work with community and business organizations to promote the unique identities of neighborhood districts. ●

Click any case study title for more information.

Case Study: Roanoke, Virginia Economic Development Strategy



Downtown Roanoke, VA Source: www.visitroanokeva.com

Roanoke was in the midst of a perfect storm of economic hardship in the early 1980s. Economic prosperity was deteriorating due to bank consolidations, the loss of the Norfolk & Western Railway headquarters, and a population that was gradually shifting to the suburbs. To spur a revitalization, the City committed to an economic development strategy that focused on revitalizing the downtown, leveraging outdoor recreation as an economic driver, and redeveloping contaminated industrial sites.

To develop downtown, the City provided façade renovation grants through subsidization of property taxes and utility fees to incentivize beautification efforts on private buildings. It also empowered neighborhood organizations through funding and support for local improvement projects, and provided job training to redevelop the workforce in the face of shifting industry.

Roanoke also took steps to poise itself as a regional destination for recreation through the creation of extensive greenway trails, and improved biking facilities. Ensuring sustainable growth, the city repurposed a contaminated brownfield site into a biomedical research facility and technology park.

The downtown population has since grown from 10 people to 1,200 in a matter of twelve years, coinciding with a boom of restaurants, retail, and recreational uses.

Goal 5

Encourage development of brownfields and other underutilized or vacant properties.

Strategy

1. Improve the City's approach toward preparing brownfields for development by creating and utilizing a goals-achievement matrix (GAM) to prioritize remediation projects. ●
2. Explore the creation of a Brownfield Land Bank, pursuant to CT Public Act 17-214, to acquire, manage, clean up, and reposition brownfield sites for redevelopment on behalf of the City. ●
3. Explore the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use. ●
4. Support the continued environmental clean-up and reuse of the Remington Woods/Lake Success Property in ways that advance the conservation of, and access to, this urban forest.
5. Support the redevelopment of the former [Remington Arms property](#) on Barnum Avenue and the Bridgeport Brass industrial condominiums on Housatonic Avenue. ●

Goal 6

Continue to promote the growth of the arts and entertainment industry that includes an economically viable local arts and culture industry.

Strategy

1. Support entertainment venues with public investment in adjoining public spaces (e.g. Improve lighting and facilitate public art in the public right of way).
2. Enhance connectivity between important entertainment, recreation and arts venues (e.g. Facilitate improvements to underpasses in Downtown).
3. Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural groups.
4. Work with the arts community to establish an Arts & Culture Commission.
5. Work with the arts community to identify and facilitate development in Arts Districts to encourage the growth of existing centers for arts and culture in Bridgeport. ●
6. Establish a Percent for Art program to fund public art and support the local arts community.

Goal 7

Better leverage the economic benefits of anchor institutions in Bridgeport.

Strategy

1. Help to implement the [RPA Anchor Opportunity Network Strategy Action Plan](#) (2018).
2. Increase coordination among and between local anchor institutions (higher education institutions, hospitals, major land holders and financial institutions) and the City to improve mutual understanding of business plans and operating environments.
3. Support anchor institutions with public investment in infrastructure improvements and adjacent public space improvements.
4. Enhance connectivity between anchor institutions and centers of activity, commerce and transportation through public investment and public-private partnerships. ●
5. Explore incentive programs to encourage anchor institution employees to live in Bridgeport.
6. Explore incentive programs to encourage anchor institutions and their employees to use Bridgeport businesses for goods and services.

Goal 8

Support the growth of innovative and start-up businesses.

Strategy

1. Support the growth of 'small-batch' manufacturing businesses. ●
2. Promote flexible space development opportunities through changes in zoning regulations. ●
3. Increase coordination with, and promotion of, existing business incubation centers. ●
4. Support the development of live-work spaces. ● ●
5. Coordinate with entrepreneurship programs in higher education institutions and other programs supporting entrepreneurship.
6. Support [Bridgeport Innovation Place](#) initiatives not otherwise mentioned.

Goal 9

Promote the growth of the advanced manufacturing industry.

Strategy

1. Promote partnerships with local academic technical programs at Housatonic Community College, the University of Bridgeport, and other institutions to grow the labor force for advanced and precision manufacturing.
2. Promote infill redevelopment by new manufacturing businesses. ●
3. Change zoning regulations to allow for small-batch and low-impact manufacturing in more areas throughout the city. ●

Case Study:

Cleveland, OH Small Business & Retail Program and Maker Movement



Maker Movement, Cleveland, OH

Source: Crain's Cleveland Business

Cleveland's Department of Economic Development administers a Small Business and Retail program that supports retail businesses through loans, grants, and guidance through the permitting and licensing process.

One focus of the program is Cleveland's emerging Maker Movement. The Maker Movement in Cleveland is a perfect example of how abandoned factories can give way to innovation and creativity in the small business and retail space. The Cleveland Hildebrandt Building, once a meat processing facility, is now home to local artists and food entrepreneurs, serving as an incubators for makers and creatives.

The movement is led by artisans, crafters and creators and is characterized by its local and personal feel. In Cleveland, businesses that identify with the Maker Movement range from the arts to the sciences and include custom bicycle makers, ceramic studios, digital fabrication labs and even naturally fermented canned foods.

The City of Cleveland has made a significant effort to support the establishment and growth of these businesses via a variety of loans and grants and other assistance programs. As more maker spaces are established, more artisans and businesses continue to flock to Cleveland.

Goal 10

Maintain a labor force that can support the growth of new businesses and industries in the city.

Strategy

1. Work with the Board of Education to expand occupational and vocational education programs to better prepare students for jobs or specialized higher education programs.
2. Work with local universities to improve conduits from Bridgeport schools to the universities and to develop and expand programs that contribute to a skilled and capable labor force.
3. Work with State technical schools to ensure efficacy of programs, and space to accommodate student population.
4. Promote increases in continuing adult education opportunities.
5. Ensure education opportunities are available for the reentry community.
6. Engage private companies in establishing training and apprenticeship programs.
7. Work with existing labor force development organizations like Career Resources to promote and expand programs that connect the labor force with training opportunities.

Goal 11

Support housing development and housing reinvestment as a strong contributor to Bridgeport's economy.

Strategy

1. Update the City's zoning to be more user friendly and to allow for the development of a variety of housing options throughout Bridgeport.
2. Streamline the City's housing development permitting and licensing processes to be efficient, effective, and expeditious.
3. Encourage the integration of subsidized housing within mixed income communities, with the goals of improving quality of life for residents and stimulating residential construction.
4. Pursue policies that encourage the economic viability of developing market rate housing without government subsidy.
5. Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages.

Goal 12

Promote the growth of the energy industry in Bridgeport, with a focus on green energy generation.

Strategy

1. Prioritize the purchase of energy generated by local, green energy suppliers to meet municipal energy demands.
2. Explore the feasibility of committing to a 100% green energy consumption policy.
3. Work with existing energy generators to support the generation of green energy in Bridgeport.
4. Continue to assist in the growth of energy co-generation initiatives, energy improvement districts (EIDs) through regulatory reform, and guidance regarding existing regulations.

Goal 13

Increase the marketing of business and real estate development opportunities in Bridgeport.

Strategy

1. Develop a marketing and branding campaign for Bridgeport.
2. Increase promotion of development incentive programs such as Bridgeport's Opportunity Zones, Enterprise Zones, and Tax Incentive Development Program.
3. Attend various business forums and conferences throughout CT and North America which promote Bridgeport/region and develop business contacts.
4. Work with banks to reduce their inventories of foreclosed housing.

Goal 14

Regain commercial airline service at Sikorsky Airport and continue to support corporate, private, and general aviation.

Strategy

1. Make safety improvements to Sikorsky Airport as recommended by the 2019 Airport Master Plan and the [2015 GBRC Regional Transportation Plan](#).
2. Maintain the existing pavement, utilities, equipment, and building infrastructure by performing necessary rehabilitation or upgrades.
3. Develop new aeronautical and aviation-support facilities.

Goal 15

Lead the effort to build a new train station in East Bridgeport ("Barnum Station") with accommodations for high speed trains and position the area for redevelopment.

Strategy

1. Secure funding for the construction of the East Bridgeport Train Station (also called "Barnum Station"). ●
2. Revise zoning in proximity of the planned East Bridgeport train station (also called "Barnum Station") to encourage the development of a mixed-use, transit oriented district. ●
3. Encourage the marketing of 889 Barnum Ave as a development site for institutional or corporate campus development with an emphasis on creating a regional job center. ●

Goal 16

Review how State PILOT programs impact Bridgeport's tax base and address the challenges of tax-exempt properties.

Strategy

1. Work with Bridgeport's legislative delegation to lobby the State for full payment of existing PILOTs and consideration of other policies that would allow Bridgeport to increase compensation for State imposed forgone property taxes.
2. Track the amount and percentage of agreed upon PILOT payments that are received by the City annually.
3. Consider additional City policies that could reduce burden of foregone tax revenues and are allowed by State statute.

Case Study: Franklin County, Ohio Land Bank



South Side Columbus, OH Source: Greater Ohio Policy Center

In 2010, multiple blighted neighborhoods in Franklin County, Ohio were facing widespread demolition of dilapidated properties with few prospects for redevelopment. To address this issue, the Land Reutilization Corporation for Franklin County was established to partner with the existing City of Columbus land bank. Land Banks like these help to manage blighted property and revitalize distressed communities by buying undervalued land and managing the redevelopment or sale of such properties. Instead of exclusively tearing down communities, Land Banks are able to deploy resources to stabilize neighborhoods through means other than demolition.

In only five years, the Land Banks in Franklin County were able to generate \$80 million in new private and non-profit investment on vacant lots or blighted, abandoned structures and facilitate the reuse of 1,300 properties as rehabilitations, new construction, community gardens and side lots.

Through the use of Land Banks, the County jump-started the private market in a number of distressed neighborhoods. The County now has a process to identify distressed properties and take action against blight before it occurs.

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Image Source: Bridge House

BRIDGEPORT IS AN EQUITABLE CITY

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Guiding Principle: Bridgeport is an Equitable City

Equity is fairness, while equality suggests sameness. The presence of equity in a city can be identified by the provision of, and access to, services and resources that are just and fair. Equity provides opportunities for all people to grow and be secure throughout their lives.

The City of Bridgeport, like many urban centers, struggles with equity issues. Two of the largest equity challenges faced by Bridgeporters are low incomes and a high rate of poverty. Bridgeport's median household income of \$43,137 is less than half of that of Fairfield County which has a median household income of \$90,123. Bridgeport's poverty rate is 22.1% compared to 8.6% in Fairfield County. As Bridgeport is situated in one of the more expensive regions of the country, and among some of the wealthiest towns in the state, access to the goods and services that ensure a decent quality of life can be difficult to attain.

This lack of resources presents a challenge to Bridgeport residents as many struggle to ensure that their basic needs are met. Based on an analysis of incomes and housing costs, 54% of Bridgeport residents are cost burdened by housing expenses, meaning that their housing costs are more than 30% of their incomes. Additionally, a Connecticut Food Bank analysis found that approximately 23% of Bridgeport residents were food insecure, or regularly unable to meet their own or their family's need for food due to a lack of funds. Enhancing opportunities to thrive economically is essential to improving overall quality of life in Bridgeport, and the City must work on strategies to match Bridgeport residents with higher paying jobs, both through assisting residents in obtaining skills and education, and by spurring on the generation of more local jobs.

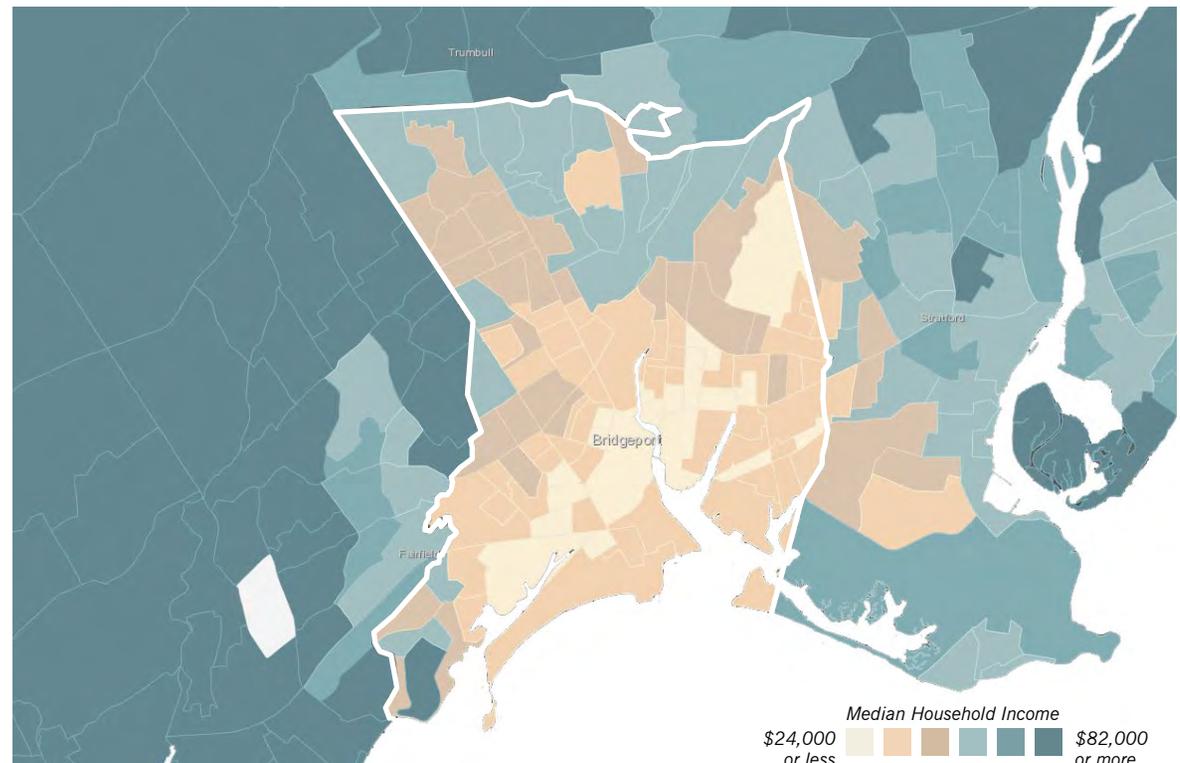
At the same time, the cost of goods and services - especially the most basic necessity, housing - is another

side of the problem. To ease the housing cost burden, the City must focus on incentivizing an increase in the supply of housing stock at all price points and of all types, particularly as its population is projected to continue increasing. Other resources that have an especially large impact on quality of life, such as healthcare and recreation opportunities, must be made accessible to Bridgeporters of all ages, capabilities and income levels. Often this means that the City must provide free and low-cost amenities, such as social activities in public libraries, or access to parks and playing fields which are within walking distance from homes.

Additionally, the City must provide pathways for residents to improve their quality of life through their own initiative. A high-quality public-school system

that trains the city's youth for a variety of jobs and career paths is one essential service that must remain a focus. Although Bridgeport schools have higher than average numbers of students that require additional services - due to family stresses, English being a second language or special education requirements - its per pupil expenditures are 15% less than the Connecticut average, inadequate to truly meet student need. To keep up with changing job trends, educational opportunities for adults who are seeking a new career are also necessary. As Bridgeport has lost higher paying manufacturing jobs it has gained lower paying service jobs. Preparing the labor force at all ages for higher paying jobs is necessary to increase incomes and lower poverty rates.

Another pathway for residents to improve quality of



life is through participating in governmental decision-making processes to increase the likelihood that services will meet their needs. By taking initiative and utilizing advancements in technology, the City can ensure that the government is accessible, transparent and responsive to the needs of all residents, especially those who are often left out like non-English speakers, people with disabilities or non-citizens. Bridgeport is the most ethnically and racially diverse community in the state, with a population that is 39% Hispanic, 33% black, 22% white and 18.4% of residents that are not US citizens. This diversity is one of Bridgeport's greatest assets, creating a vibrant community full of entrepreneurs, artists and global cuisines. The abundance of cultural and linguistic diversity – 48% of residents speak a non-English language at home, the highest percentage of any Connecticut city – also means that the City government and other service providers must take extra care to provide information and services in various languages and with cultural competency.

As with housing and food access, it is essential that all Bridgeporters feel safe and secure as they go about their daily lives. Feeling a level of trust with public safety officials is one part of security that the City can work to enhance. Other services like blight prevention and removal, homeless shelters, drug treatment centers and fair housing support must also be available and easily accessible to all who may need them. This chapter will lay out goals and strategies to ensure that all city residents will have an opportunity to take advantage of all that Bridgeport and the region have to offer to live happy and healthy lives.

Goal 1

Institute policies that encourage a diversity of housing types across neighborhoods to maximize choice for people of all economic and social circumstances.

Strategy

1. Stabilize housing cost by supporting the development of new units for sale and rent at all price points. ●
2. Encourage mixed-income housing development near transportation resources and job centers to reduce the commuting burden and promote integrated communities. ●
3. Support the preservation of existing subsidized affordable housing units and the dispersion of future affordable housing units among mixed-income development projects. ●
4. Ensure high quality of subsidized affordable housing units throughout the city. ●
5. Work with MetroCOG and surrounding towns to promote a regional approach to the development of affordable housing. ●
6. Coordinate with housing advocates and related Non-Profits to explore interest in establishing a Community Land Trust. ●
7. Continue to support the use of Community Development Block Grants (CDBG), HOME, and Low-Income Housing Tax Credits (LIHTCs) to rehabilitate housing. ●

Dots correspond with a plan theme. Click to jump to theme.

Goal 2

Ensure that all residents have an opportunity to thrive economically.

Strategy

1. Increase resident access to living wage employment opportunities.
2. Provide opportunities for residents at all income levels to access the education and/or training necessary to enter skilled jobs.
3. Partner with and support the expansion of existing programs that foster financial empowerment and job training for people with disabilities.
4. Partner with and support the expansion of programs to encourage youth-empowerment through career education and financial literacy to generate upward mobility, reduce child poverty, and break poverty cycles.
5. Provide adequate support to Bridgeport's self-employed, start-ups, and other small businesses.
6. Take measures aimed at reducing the existing wealth gap between residents and neighborhoods, and between Bridgeport and the region.
7. Work towards increasing wages in lower-wage occupations.
8. Work with housing non-profits to promote and expand the City's first-time homebuyer program. ●
9. Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages. ●
10. Work with local universities to relieve housing demand pressures caused by students in Bridgeport's neighborhoods. ●

Goal 3

Encourage growth and development that is sensitive to the potential for gentrification.

Strategy

1. Encourage the development of mixed-income communities. ●
2. Enact anti-displacement policies, such as eviction and foreclosure prevention, and homeownership support, to ensure future development does not price out existing communities. ●
3. Work with housing non-profits to promote and expand their homeowner foreclosure prevention program. ●
4. Explore the feasibility of establishing a Housing Trust Fund to maintain affordable housing. ●
5. Promote inclusive growth strategies that address the racial, income, health, and educational disparities in Fairfield County that impact residents in the Bridgeport region.

Goal 4

Ensure that everyone has access to infrastructure necessary to support a high quality of life including public transportation and parks and recreation centers.

Strategy

1. Establish and enforce basic quality of life standards across all of Bridgeport's neighborhoods. ●
2. Improve the walkability of neighborhoods and connections between neighborhoods. ●●
3. Work with Greater Bridgeport Transit and MetroNorth to improve transportation access and service.
4. Provide City resources such as parks and recreation facilities, libraries, and community centers in areas of need. ●●
5. Ensure that public facilities and new development are compliant with the Americans with Disabilities Act.

Click any case study title for more information.

Case Study: Seattle Equitable Development Initiative



Local artists claim space in a rapidly gentrifying historic black neighborhood. Central District, Seattle, WA
Source: tnj.com

Seattle's Equitable Development Initiative (EDI) aims to offset the burdens of the city's rapid growth in recent years. Seattle is in the midst of an affordability crisis, with recent development pushing residents out of their neighborhoods and forcing businesses to close down due to high rental rates. Community organizations are championing the need of economic vitality for Seattle's marginalized residents. The City recognized this need and decided to support those efforts.

Created in 2016, EDI addresses displacement and the unequal distribution of opportunities to sustain a diverse Seattle that protects its population. The City classifies EDI communities based on susceptibility of displacement and disparity. It funds project proposals in those communities from independent non-profits and advocacy groups. The initiative is funded through federal grants, with additional funds sourced from strategic consolidation of City department budget streams, and is administered through Seattle's Office of Planning and Community Development. EDI focuses on selecting projects that foster community leadership and promote equitable access to jobs, education, child care, outdoor space, cultural expression, and healthy foods in the city's most marginalized communities.

Case Study: Baltimore INSPIRE Program



Calverton Elementary/Middle School, Baltimore, MD
Source: 21st Century Schools

Baltimore's Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence program, or INSPIRE, focuses on neighborhood revitalization immediately surrounding public schools. The program, housed under the Baltimore City Department of Planning, is forged in part with the Baltimore 21st Century Schools Initiative.

21st Century Schools is investing \$1 billion in Baltimore's schools to create inspiring educational environments. Providing students with safe and modern school facilities inspires them to learn, and improving the immediate vicinity of public schools ensures that children can get there safely. With the general improvements to enhance the built environment and surrounding neighborhood, INSPIRE in turn improves student's routes to school, ensuring they are safer and cleaner. Piggybacking on the millions of dollars invested into the schools, the city is picking up tabs for smaller investments such as demolition efforts, street resurfacing, tree plantings, and sidewalk improvements. INSPIRE builds on the idea that stronger schools lead to stronger neighborhoods.

Goal 5

Ensure that Bridgeport's economically disadvantaged neighborhoods are not disproportionately impacted by environmental hazards and climate change.

Strategy

1. Support the [Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition](#) project efforts to create a comprehensive flood protection system throughout the South End neighborhood. ●
2. Prioritize the creation of neighborhood-specific coastal resiliency plans for economically disadvantaged neighborhoods. ●
3. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a [FEMA floodzone](#) or handling toxic materials.
4. Work with CT DEEP and local operators of Title V air emission source facilities to assure that local facilities are in compliance or are actively taking measures to comply with air quality standards.

Goal 6

Provide quality education opportunities for all schoolchildren and adults interested in completing or furthering their education.

Strategy

1. Expand and improve on early childhood education by providing quality Pre-K and educational childcare opportunities.
2. Provide career-oriented educational and extra-curricular activities through public schools, libraries, and community centers.
3. Improve school facilities through capital investments to address the capacity and functionality of public schools.
4. Increase science, technology, engineering, arts, and math (STEAM) learning opportunities.
5. Work with local colleges to expand scholarship and financial assistance programs for Bridgeport residents.
6. Foster community-based learning for adults and reentering populations.

Goal 7

Ensure that the City's governance is equitable.

Strategy

1. Ensure transparency in municipal planning and decision-making processes.
2. Ensure that explanations of important municipal processes are accessible to the public and can be easily understood.
3. Evaluate programs and practices to ensure compliance with Title VI of the Civil Rights Act that prohibits exclusion, denial of benefits, or discrimination under any program or activity based on gender, race, color, or national origin.
4. Ensure planning and decision-making processes include under-represented communities.
5. Encourage diverse participation, with a focus on disadvantaged communities, in City government and on its boards and commissions.
6. Empower and allow for marginalized and underserved communities to make impactful decisions towards their future.
7. Improve government efficiency and consistency to improve equity for employees and the public.

Goal 8

Ensure that the City's employees, teachers, and public safety personnel are socially engaged with the community.

Strategy

1. Encourage City employees to live in Bridgeport.
2. Provide opportunities for City employees to engage with the community outside of their professional roles.

Goal 9

Protect vulnerable populations such as the economically disadvantaged, racial and ethnic minorities, those with alternative lifestyles, low-income children, the elderly, the homeless, and those with chronic health conditions, including severe mental illness.

Strategy

1. Ensure that the public safety system actively protects vulnerable populations and addresses issues that disproportionately impact those populations.
2. Provide services and community spaces for LGBTQ+ community.
3. Improve immediate response to homelessness and eliminate long term homelessness by ensuring that all people experiencing homelessness are placed in housing within 30 days.

**Case Study:
Boston Public Health Commission
Anti-Racism Advisory Committee**



Boston, MA Source: glassdoor.com

Building on years of work to eliminate racial and ethnic health inequality, Boston's Public Health Commission created the Anti-Racism Advisory Committee (ARAC) to ensure that Boston's workforce reflects the city's diversity, and racial justice and health equity are at the forefront of the city's operations. The Committee was tasked with creating a glossary of terms to support conversations about racism, a topic some can feel uncomfortable discussing due to a lack of knowledge on appropriate verbiage. In addition, all Boston Public Health Commission employees were required to attend mandatory racial justice and health equity trainings.

These initiatives helped staff develop a common language and clear strategies for advancing the goal of removing racial injustice and health inequity in Boston. Since formalizing Boston's anti-racism efforts, a ripple effect has occurred through city departments, with employees realizing that they need to lead by example and be fully equipped to understand and talk about the issues that affect so many of Boston's residents.

Goal 10

Ensure that City services are accessible to residents and visitors with limited English proficiency.

Strategy

1. Provide translation and interpretation services at City offices that engage with the public.
2. Train City employees that regularly engage with the public to demonstrate competence in interacting with people with limited English proficiency.
3. Continue to provide print and digital materials in languages commonly spoken in Bridgeport.

Goal 11

Provide residents with access to services throughout their life.

Strategy

1. Provide culturally appropriate services to youth, seniors, and families with young children.
2. Provide residents of all ages opportunities to connect and participate in community life and to engage in positive social and civic activities.
3. Use schools and libraries, in addition to community centers, as community education and gathering centers to stimulate lifelong learning and intergenerational learning.

Goal 12

Incorporate equity considerations into decision-making across sectors and policy areas in the City.

Strategy

1. Ensure that City and State policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process.
2. Work with the local communities and the Small and Minority Business Department to identify a list of equity experts who can provide opinions on the equity impacts of proposed policies and present salient equity information that is relevant to other departments.



Image Source: Cardinal Shehan Center

BRIDGEPORT IS A HEALTHY COMMUNITY

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Guiding Principle: Bridgeport is a Healthy Community

The protection and improvement of community health is one of the paramount concerns of City government. A community's health is affected by, and can be measured by, many factors. These include rates of disease and chronic illness, lifestyle factors such as smoking and drug use, sources of chronic stress such as noise or crime, obesity, fitness and poverty levels, air and water quality, access to healthy foods and nature, and access to health care.

The City of Bridgeport's Health and Social Services Department is the City's lead agency for addressing the community's public health. In addition to this department, Bridgeport also has several health care resources available to its residents. These include hospitals such as Bridgeport Hospital and St. Vincent's Medical Center and health centers and clinics such as St. Vincent's Family Health Center, Americares Free Clinic, Optimus Health Center, and Southwest Community Health Center.

Despite the abundance of healthcare and social service options for all populations and at most price points, there is often a lack of information about their availability amongst those who need them. It should be a priority of both the City and service providers to work together to improve awareness of all the resources that are available in the city and the region. Coordination between healthcare providers, social service providers and the City's Health Department is also important to ensure that the services being provided meet the needs of the community, and to avoid the duplication of efforts that can lead to wasted resources in an economic environment that already requires operating at thin margins.

While the availability of curative care and services to heal or ease suffering is important, it is arguably

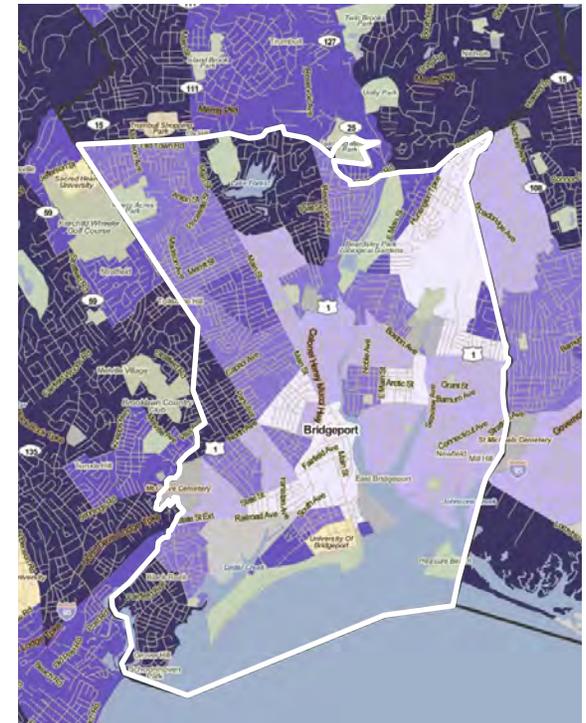
an even more pressing public health challenge to work towards preventative action that can reduce the occurrence of disease and discomfort. Some initiatives that can reduce the occurrence of public health challenges are reactive and designed to deal with existing crises. Some examples that are relevant to Bridgeport are initiatives to reduce substance abuse by children and young adults, reduce the occurrence of STDs or unplanned teen pregnancies, or improve access to nutritional food.

Other actions that must be taken to ensure and improve public health address broader environmental factors that have a correlation to the prevalence of diseases and disorders that complicate lives and lead to health struggles that severely constrain one's ability to enjoy a high quality of life. In a city crisscrossed with congested highways, built on heritage industries that caused pollution and dealing with intractable social challenges (such as poverty, inequality and social exclusion), it is no small task to reduce, and work towards eliminating, these environmental determinants of ill-health.

Despite the complexity, the City must continue to work towards reducing air pollution including particulate matter, improving water quality and cleaning up heritage industrial sites and brownfields so that development with positive community impacts can take their place. Other sometimes overlooked environmental health determinants, like the prevalence of trash strewn about a street or abandoned lot, blighted buildings, bulk trash dumping and even noise pollution must also be considered urgent matters of public health, regardless of which branch of the City might be responsible for reducing or eliminating them. To take this idea further, the City must commit to considering health impacts in all decision-making processes that lead to policy creation, in consultation with the Department of Health and Social Services.

To become a healthy community, Bridgeport organizations, both private and public, must work together to focus their limited resources, promote their services and prevent the development of environmental determinants of disease and poor health wherever possible. While urban centers like Bridgeport face many challenges in creating a community that can be characterized by the prevalence of good health, Bridgeport is especially lucky to have many organizations and good-hearted health professionals working to make this vision a reality.

The following chapter describes goals and strategies that can guide those interested in improving the health of Bridgeport's citizens.



Goal 1

Connect residents to health care resources in the city and region.

Strategy

1. Support the success and expansion of the collective impact approach to community well-being through coordination with health and social service agencies.
2. Provide culturally competent guidance to residents regarding health care resources available to all literacy levels, including those with or without insurance, those with Medicare or Medicaid, and undocumented residents.
3. Facilitate informed decision making by working with health and advocacy agencies and organizations on empowering residents to consume health information and making health information more accessible.
4. Promote access to and utilization of preventative care services.
5. Work with health care providers to improve access to prenatal care.
6. Work with immigrant advocacy organizations to improve undocumented resident access to health care.
7. Ensure that local healthcare providers are providing services aligned with the needs of the community.

Goal 2

Promote a well-connected and coordinated public and private healthcare system that includes ancillary health organizations.

Strategy

1. Encourage the creation of a community healthcare network that expands healthcare services for low-income and uninsured residents.
2. Create and disseminate a consolidated list of local healthcare service providers, and plan for maintenance of the resource list.
3. Work with local employers to provide incentives for making healthy lifestyle decisions, including increased physical activity..
4. Work with local stakeholders to collect and analyze community health data based on Healthy People 2020 Leading Health Indicators and produce a community health assessment.
5. Create and implement a 3-year community health improvement plan for Bridgeport.
6. Increase the number of Bridgeport health and social service agencies that have adopted and taken steps to implement National Culturally and Linguistically Appropriate Services (CLAS) Standards.

Goal 3

Ensure residents are connected with adequate social services to serve their needs.

Strategy

1. Conduct an audit of existing social services, both public and private, and identify areas of need.
2. Encourage the creation of a centralized network of private and public social advocacy and service groups.
3. Create and disseminate a consolidated list of local social service providers.
4. Provide multilingual guidance that is culturally appropriate, understandable by those of all literacy levels, and created with concern for native speakers to residents regarding social service resources.
5. Expand childcare and youth services such as day care services, Pre-K and after-school programs. Make the services more available to residents of all income levels.

Goal 4

Reduce sexually transmitted disease and teen pregnancy in Bridgeport.

Strategy

1. Offer evidence-based health education every year in Bridgeport middle and high schools.
2. Work with community service providers to identify and/or develop evidence-based health education programs for teens and young adults.
3. Increase the number of all genders who participate in teen pregnancy prevention and healthy sexual relationship evidence-based programs in school or via community healthcare and social service providers.
4. Increase formal linkages between youth-serving partners and community based clinical services to provide quality youth-friendly health services.
5. Collaborate with Board of Education, health and social service providers to create a visible and effective community-wide teen pregnancy and sexually transmitted disease prevention initiative.

Goal 5

Ensure that residents have access to healthy locally grown foods.

Strategy

1. Lower the barriers to entry in Bridgeport for people who want to produce and/or sell healthy foods and create economic incentives for businesses to do so. Create economic incentives for businesses to produce and sell healthy foods.
2. Expand role of farmers markets and mobile markets as sustainable food sources.
3. Ensure that healthy food options are available in Bridgeport schools at all points of food distribution, including school lunch, vending, snack shops, and bake sales.
4. Increase awareness of fresh food outlets offering healthy, fresh food in Bridgeport.
5. Increase awareness of, and access to, programs like the USDA WIC and SNAP programs.
6. Facilitate collaboration with healthy food providers to include SNAP coverage.
7. Support the success and expansion of urban gardens throughout the city.
8. Revise zoning ordinance to include sustainable urban agriculture regulations.
9. Increase education and awareness on sustainable agriculture within the city.
10. Enhance community well-being by increasing productive landscapes.

Click any case study title for more information.

Case Study: Twin Cities Mobile Food Market



Mobile Food Market Source: Patch.com

Minneapolis and St. Paul, Minnesota, commonly known as the Twin Cities, rank in the top ten worst food deserts in urban areas of America. Tougher zoning laws and rising rent spaces largely account for the outward sprawl of grocery stores and fresh food establishments from neighborhoods and city centers. The Twin Cities Mobile Market program seeks to bridge food deserts in the Minneapolis-St. Paul region by providing fresh food on wheels. Launched in 2014, the mobile grocery unit operates out of a converted bus that carries fresh fruit, vegetables, dairy products, and simple farmers market concessions.

The market is available to all, and groups of volunteers determine the route and neighborhoods the bus will service, as well as what food will be available. Due to partnerships with wholesalers, produce is typically less expensive than at brick and mortar establishments, and SNAP/EBT payments are accepted. In addition to providing fresh food to underserved residents, the Twin Cities Mobile Market is educating people about healthy food options through cooking demonstrations and recipes for buyers. The Mobile Market hopes to promote healthy lifestyles for future generations as families adopt food standards and learn more about the food they eat.

Case Study: Richmond, CA Health Equity Partnership



Richmond Bike to Work, Source: City of Richmond, CA

Compared to the rest of Contra Costa County, Richmond, CA has high rates of health disparities with residents experiencing drastic health inequities. In response to these conditions, the City formed the Richmond Health Equity Partnership (RHEP) in March of 2012. RHEP is a partnership between the City of Richmond, Contra Costa Health Services, West Contra Costa Unified School District, UC Berkley, the California Endowment, and local community based organizations. RHEP is working to implement a Community Health and Wellness Element which is part of the Richmond General Plan 2030, and build key institutional partnerships with the goal of cross-sector collaboration to advance equity. The partnership will advance health equity for children and families through the development of strategies to support health in all policies, full-service community schools, and health equity data, training, and reporting.

In addition to moving towards health equity in Richmond, the City hopes to create a model for possible duplication in other cities and areas of West Contra Costa County. The City also aims to build new working partnerships within and between local government institutions – City, County, and School District – to facilitate systems change and enable these institutions to respond to and lead with community-based health equity initiatives.

Goal 6

Support the needs of all residents to live in a clean environment.

Strategy

1. Strengthen the City's anti-blight efforts by expanding on the currently offered CDBG funded [small loan program](#) for building repairs. ●
2. Reduce the number of homes with lead hazards, with a focus on those that house lower income households and households with children. ●●
3. Develop and conduct a city-wide anti-litter campaign and prioritize the removal of litter and debris from public and private property. ●
4. Encourage a street or block adoption program to keep streets clean and presentable throughout the year. ●
5. Assist residents and businesses in the disposal of bulk waste. ●
6. Consider implementing a plastic bag ban.
7. Work with local universities to enforce housing codes and improve communication with students and property owners in adjacent residential neighborhoods.

Goal 7

Actively manage noise pollution within the city's neighborhoods and residential areas.

Strategy

1. Regularly enforce municipal noise ordinances. ●
2. Reduce noise impacts of commercial operations on residences and other noise sensitive uses. ●
3. Ensure that cumulative noise impacts do not exceed health-based safety margins. ●
4. Use traffic calming and traffic management techniques to reduce vehicular noise impacts. ●

Dots correspond with a plan theme. Click to jump to theme.

Goal 8

Protect and improve air quality.

Strategy

1. Work with CT DEEP, the CT Department of Housing, and local operators of Title V air emission source facilities to assure that local facilities comply with, or are actively taking measures to comply with, air quality standards.
2. Continue to reduce carbon dioxide and other noxious emissions to improve air quality.
3. Prioritize planting of trees in areas of greatest need as identified in the [UVM Spatial Analysis Lab Tree Canopy Assessment Report for Bridgeport](#) and [The Nature Conservancy's Eco-Urban Assessment](#).
4. Promote policies that encourage a shift in transportation modes away from single occupancy vehicles.
5. Collaborate with Greater Bridgeport Transit to continue improving vehicle fuel-efficiency.
6. Replace municipal automobile fleet with alternative fuel and fuel-efficient vehicles.
7. Collaborate with local and regional organizations to educate residences and businesses on energy efficient practices for their homes and buildings.

Goal 9

Protect and improve water quality.

Strategy

1. Take measures necessary to ensure water standards comply with state minimum requirements for habitat, fishing, and recreational uses.
2. Manage stormwater runoff through installation of green infrastructure, including green roofs, rain gardens, and bioswales.
3. Expand community outreach to ensure all residents are aware when water quality warnings are issued.

Case Study:

San Antonio, TX Forward in Fitness



San Antonio Mayor Ron Nirenberg leading a youth fitness class, Source: rivardreport.com

Forward in Fitness is a non-profit organization established in 2017 with the goal of promoting health and wellness in communities that may not have access to such resources. The organization has since been working with the City of San Antonio, TX to engage the City's teachers, staff, and elected officials in promoting health and wellness.

San Antonio's Forward in Fitness program leads by example, calling on city and community leaders to step up and be fitness leaders for schoolchildren. The program partners with city officials and state leaders to lead fitness workshops and similar initiatives in San Antonio's schools in an effort to improve health awareness, promote lifelong healthy lifestyles, and combat childhood obesity. Mayor Ron Nirenberg has made fitness and health a core focus of his administration and has led multiple Forward in Fitness sessions at local elementary schools. He has focused his effort in the South Side, which has the highest rates of diabetes and obesity. The Forward in Fitness programs hopes to get kids excited about exercise and fitness without it seeming like a chore. The program capitalizes on the idea that our city leaders are exemplary role models for children and can have influence beyond the political realm.

**Case Study:
Elgin, Illinois Resident Officer Program**



Resident Officer, Elgin Illinois, Source: governing.com

Elgin, Illinois' resident officer policing program aims to mend and build healthy relations between residents and police officers in high-crime neighborhoods by integrating policing into the fabric of the neighborhood. Elgin is one of many small cities in Illinois plagued by violence, low education rates, and high poverty. First established in the 1990s, the Resident Officer Program of Elgin (ROPE) offers a comprehensive approach to policing that focuses on connecting to and understanding the community being policed. Housing authority owned units in selected neighborhoods are made available, rent-free, to police officers who are tasked with being the specialist on that neighborhood and leading response to crime in the area.

As residents in the community, officers have a personal stake, fueling the desire to uphold the well-being of the neighborhood. Additionally, officers have a better grasp on the pulse of the community and may be quicker to identify the source of issues. Resident officers work to build trust with the community and encourage problem-solving. With their understanding of the community, resident officers are a voice for their neighbors, putting forward their priorities and working with them to find localized solutions.

Goal 10

Ensure that residents feel safe in the community.

Strategy

1. Prioritize Safe Routes to School for lighting improvements, sidewalk repair, streetscapes, and other infrastructure improvements. ●
2. Ensure that the public safety system actively protects vulnerable populations and addresses issues that disproportionately impact those populations.
3. Continue to partner with neighborhood, community, and faith groups, like the [NRZs](#), to create community policing groups, or neighborhood block watches. ●
4. Foster a healthy relationship between residents and police by providing transparency in policing decisions, opportunities for community feedback, and opportunities for police personnel to voluntarily engage with the community outside of their professional roles. ●
5. Encourage community policing efforts throughout Bridgeport's neighborhoods. ●
6. Participate in the [Vision Zero](#) campaign to reduce traffic related injuries and fatalities. ●
7. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a [FEMA floodzone](#) or handling toxic materials.

Goal 11

Ensure that the City's employees, teachers, and public safety personnel model healthy behavior for the rest of the community.

Strategy

1. Expand on "Lead by Example" health initiatives and incentives for City employees and the general public through the Department of Health and Social Services.
2. Increase education on the benefits of physical activity and provide incentives for physical activity among City staff.
3. Identify health-based educational and skill-building opportunities for City employees, teachers, and public safety personnel which count towards any existing professional development or continuing education requirements.

Goal 12

Improve access to physical and recreational activities for residents of all ages and capabilities.

Strategy

1. Improve and expand bicycle and pedestrian infrastructure throughout the city. ●
2. Increase access to public parks and recreational spaces in high-need communities. ●
3. Improve programming at public parks and other public recreation spaces to better serve the needs of the community.
4. Leverage the physical and mental health benefits of natural resources in areas of high impact, like schools and in-patient healthcare facilities. ●
5. Create a centralized information tool that provides residents with easy to access information about passive and active recreational opportunities.

Goal 13

Prepare for potential public health emergencies.

Strategy

1. Prepare a comprehensive all-hazards public health emergency management plan for acute crises such as the outbreak of infectious disease and extreme weather events.
2. Maintain an updated plan for coordination between the City DHSS and the Emergency Operations Center to utilize community notification system in the case of health emergencies.

Goal 14

Encourage the remediation and redevelopment of brownfields.

Strategy

1. Prioritize the remediation of brownfields by developing a goals-achievement matrix (GAM) for remediation projects.
2. Create a Brownfield Land Bank, pursuant to CT Public Act 17-214, to acquire, manage, clean up, and reposition brownfield sites for redevelopment on behalf of the City.

Goal 15

Encourage risk-reduction strategies related to substance use among residents of all ages.

Strategy

1. Identify opportunities to prevent addiction and other potential harms associated with substance use and abuse.
2. Offer evidence-based health education every year in Bridgeport elementary, middle, and high schools, which addresses substance use and abuse.
3. Work with community partners to increase community awareness about tools available to manage substance abuse addiction.

Goal 16

Incorporate health considerations into decision-making across sectors and policy areas in the City.

Strategy

1. Ensure that City and State policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process.
2. Identify a list of experts who can advise on the health impacts of proposed policies and present public health information that is relevant to other departments.

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Bunnells Pond, Bridgeport Image Source: Connecticut Agricultural Experiment Station

BRIDGEPORT VALUES NATURE

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Guiding Principle: Bridgeport Values Nature

The relationship between cities and nature is complex, and Bridgeport is no exception to that rule. Dense development patterns, abundant pavement and hardscapes, huge amounts of waste production and high levels of energy consumption are typical conditions of urban environments that may seem in opposition to supporting or sustaining the natural environment. Yet at the same time, cities tend to consume fewer resources, generate less waste and require less infrastructure per resident than suburbs and rural communities. Additionally, the pockets and traces of nature that do exist in cities, especially here in the Park City, are often the most popular, celebrated and economically valuable assets within a city.

Bridgeport's natural resources are an important asset to the city and the region. These resources comprise an open space system that includes forests, parks, gardens, wetlands, rivers, ponds, lakes, and waterfront areas including Bridgeport's harbors and Long Island Sound. While over 86% of Bridgeport's land is developed, the remaining 14% is comprised of a rich diversity of open space. These lands and waters are home to a diversity of wildlife that are critical to local ecosystems.

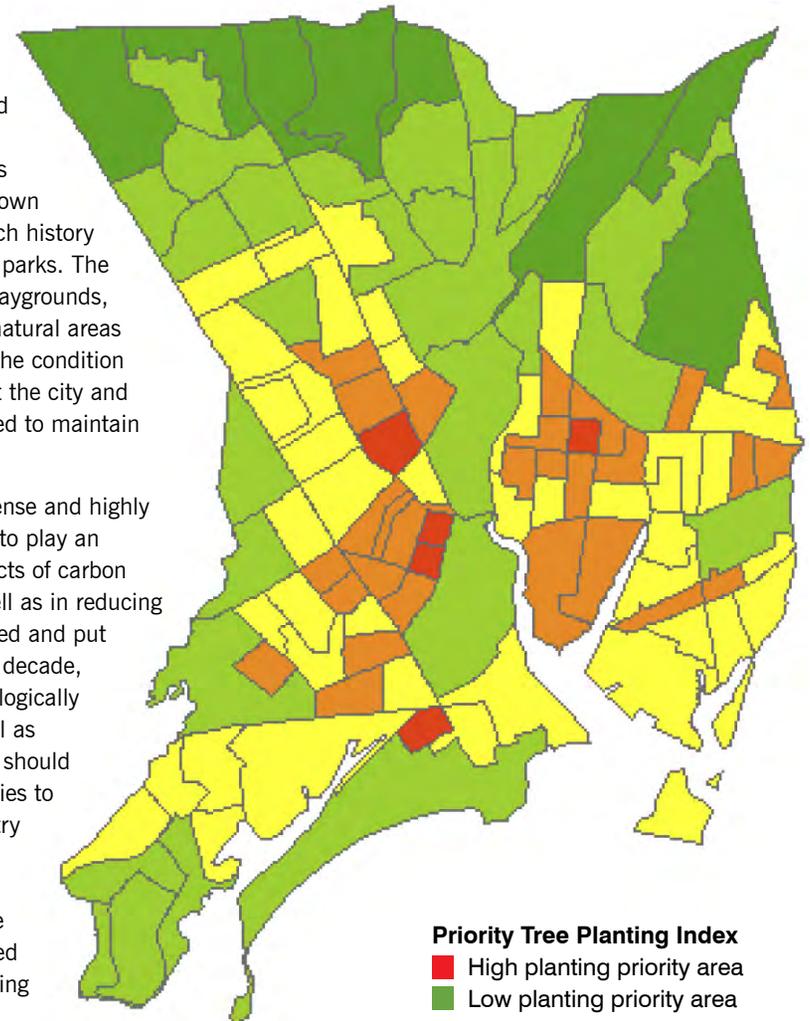
While much of the city's natural environment has been weakened or eliminated by industry and development over the last century, that which remains provides a myriad of critical benefits to the city. The urban tree canopy that covers 27% of the city's area cleans the air of pollution, prevents erosion and silt runoff, and cools the city by providing shade for a home or individual on a hot day. More broadly, abundant trees can reduce the citywide rise in temperature that can occur due to the heat island effect.

As a growing city, conservation and the protection of nature should be a priority for Bridgeport. Even though it is largely built-out, the city is presented with opportunities to protect and enhance open space and natural resources. Significant areas, such as the Remington Woods/Lake Success property, present the city with a chance to increase its publicly accessible open space and protected natural habitat.

Bridgeport's legacy as the Park City speaks to the value that the City and its residents place on its parks and open space. Signature parks such as Beardsley and Seaside Parks are known throughout the region and have a rich history as Frederick Law Olmsted designed parks. The city is home to many local parks, playgrounds, athletic fields, urban gardens, and natural areas such as Pleasure Beach. However, the condition of these resources varies throughout the city and continued investment will be required to maintain these assets.

Bridgeport's position as the most-dense and highly populated city in the state allows it to play an important role in reducing the impacts of carbon emissions on climate change, as well as in reducing the amount of waste that is generated and put into the environment. Over the past decade, Bridgeport has actively pursued ecologically friendly industrial businesses as well as green energy generation facilities. It should continue to expand on these industries to solidify its identity as a green industry leader in the region. The presence of these businesses in the city can generate additional benefits, like the capture and repurposing of dissipated energy into district heating and cooling networks.

Bridgeport should also continue to expand programs that incentivize sustainability measures in new development and work with businesses to implement sustainability practices to reduce the energy demand generated by buildings throughout the city, which represents the largest source of carbon emissions both locally and across the globe.



This index, produced by the University of Vermont Spatial Analysis Lab, factors population density, tree stocking levels, and per capita tree cover to identify areas where tree planting efforts can be targeted to address issues of environmental justice.

As Bridgeport does its part to slow and, hopefully, reverse the effects of climate change caused by human activity, it must also prepare for the potential impacts of increased frequency and intensity of coastal flooding and other negative impacts of climate change. As a shoreline community that has been heavily impacted by coastal storms in the recent past, Bridgeporters are well aware of the hazards that flooding, high winds and heavy waves pose to their homes, businesses and infrastructure. The City must continue to support the [Resilient Bridgeport](#) projects in the South End, while expanding its focus to increasing resiliency across all neighborhoods that face either coastal or inland flood risks. It is also important to consider the impacts of increased risks of drought, heat waves and torrential rains on the community.

The goals and strategies that follow in this chapter attempt to address the major challenges that Bridgeport's relationship with the natural environment presents. It addresses ways to better integrate urban life with the living environment, the importance of preserving and expanding a high-quality parks and open space system and seizing on the opportunity to have a positive local impact on global climate change trends by embracing sustainability, while continuing to enhance protections from environmental hazards.

Goal 1

Protect and restore natural habitats.

Strategy

1. Provide adequate land use restrictions on sensitive natural habitats. ●
2. Protect natural biodiversity through enhancement of native vegetation and removal and control of invasive species in City parks and open space. ●
3. Educate residents about the value of Bridgeport's natural habitats and biodiversity and encourage enhancement through native vegetation cultivation, paired with invasive species control and removal. ●

Goal 2

Restore and protect the city's waterfront and waterbodies.

Strategy

1. Take measures necessary to ensure water standards comply with state minimum requirements for habitat, fishing, and recreational uses. ●
2. Continue to control combined sewer overflows and implement the Long Term Control Plan, particularly through Low Impact Development (LID) and Green Stormwater Infrastructure (GSI). ●
3. Continue to work with DEEP to obtain grant and loan funding from the Connecticut Clean Water Fund to reduce combined sewer overflows. ●
4. Continue to work with neighboring municipalities to implement the recommendations of the [Pequonnock River Watershed Based Plan](#), [The Rooster River Watershed Based Plan](#), and the [Ash Creek Estuary Master Plan](#). ●

5. Continue building regional partnerships to develop a multi-partner initiative to restore and redevelop the Yellow Mill Channel. ●
6. Reduce stormwater runoff and pollution on waterfront properties. ●
7. Require riparian buffers and/or dedicated open space along tributaries that lead to Long Island Sound. ●
8. Work with property owners to permanently protect more sensitive portions of their properties with conservation easements and/or the purchase/donation of development rights. ●
9. Incorporate additional Low Impact Development (LID) standards into the City's zoning code. ●
10. Maximize resilience of coastline through living shoreline and other restoration projects. Such enhancements will protect residents while increasing biodiversity, etc. ●
11. Establish a stormwater utility to implement stormwater impact fees with grant provisions for stormwater runoff reduction through green infrastructure installations. ●
12. Manage stormwater runoff through installation of green infrastructure, including green roofs, rain gardens, and bioswales. ●

Dots correspond with a plan theme. Click to jump to theme.

Goal 3

Protect and expand the city's urban forest.

Strategy

1. Amend the zoning code to require street tree planting and public ROW landscaping for new development proposals. ●
2. Prioritize planting of trees in areas of greatest need as identified in the [UVM Spatial Analysis Lab Tree Canopy Assessment Report for Bridgeport](#) and [The Nature Conservancy's Eco-Urban Assessment](#). ●
3. Work in partnership with organizations such as Groundwork Bridgeport and The Nature Conservancy to leverage their capacity and resources to plant new trees and maintain and protect the urban forest. ●
4. Work in partnership with the owner of the Remington Woods/Lake Success Property, together with interested conservation groups such as the Trust for Public Land, to advance the environmental clean-up and reuse of this site in ways that may advance the preservation of, and public access to, the urban forest in this area.

Goal 4

Improve existing parks and open space network to ensure that functional open space is accessible to residents of all neighborhoods.

Strategy

1. Ensure that the allocation of new park amenities is guided by need as described in the Parks Master Plan. ●
2. Implement a 'parks without borders' approach to create a connected system of open spaces and greenways that extends beyond the parks. ●
3. Improve conditions of, and access to, existing open spaces and parks. ●●
4. Utilize vacant lots and school playgrounds to expand the public open space network. ●
5. Provide incentives for the provision of publicly accessible open space in new developments or redevelopments. ●
6. Increase the number of urban gardens throughout the city.
7. Work to improve fiscal sustainability of parks maintenance by exploring ways to increase revenue generation from parks.
8. Consider Parks Standards set in Parks Master Plan when planning new parks and open space.

Click any case study title for more information.

Case Study:

Philadelphia Green City|Clean Waters



Philadelphia, PA: Community Rain Garden Project
Source: Philadelphia Water Department

The City of Philadelphia's Water Department administers the Green City|Clean Waters initiative that includes a stormwater grant program designed to incentivize property owners to reduce stormwater runoff from their properties. The program includes grants that can cover up to 100 percent of the cost to design and construct stormwater retrofit projects on non-residential properties in Philadelphia. Stormwater retrofit projects provide an opportunity to add new landscaping, fix drainage problems, and improve the appearance of a property. Philadelphia property owners must pay a stormwater charge as part of their water bill, which can be reduced after a project is completed.

These stormwater retrofit projects are a cost-effective way for the City to reduce stormwater pollution in Philadelphia's creeks and rivers. The City partners with the Philadelphia Industrial Development Corporation to award more than \$15 million in stormwater grants every year.

The City offers three options for interested applicants to receive a stormwater grant:

- The property owner or tenant applies for and manages the grant.
- A community group, non-profit organization, or vendor applies for and manages the grant.
- A vendor bundles multiple properties into a single application.

Case Study: Tree Pittsburgh



Pittsburgh Tree Planting Program Source: Tree Pittsburgh

In 2006, Pittsburgh's Shade Tree Commission founded Tree Pittsburgh, an independent nonprofit organization. Tree Pittsburgh works to enhance the city's vitality by restoring and protecting the urban forest through tree maintenance, tree planting, educational efforts, and advocacy.

Tree Pittsburgh successfully applied for a competitive grant from the US Forest Service's Northeastern Area State and Private Forestry Program to develop an urban forest master plan. Collaborative partners, including the Pittsburgh Shade Tree Commission and the RK Mellon Foundation, provided additional funding.

To sustain and enhance the city's urban forest, Tree Pittsburgh launched a master planning initiative in 2010 to accomplish these goals:

- Address environmental challenges.
- Coordinate a vision for the urban forest.
- Develop baseline metrics and clear goals for urban forest managers.
- Cultivate lasting advocacy for the urban forest and increase civic participation.
- Facilitate efficiency and cooperation with all urban forest partners.

Goal 5

Ensure that the parks and open space system is well funded and supported.

Strategy

1. Create a coalition of environmental advocacy groups and non-profits to support mutual goals of open space preservation and development. ●
2. Foster the creation of "Friends Of" groups for Bridgeport's parks to enhance funding, programming, and community input for use of the parks. ●
3. Activate ancillary partners, such as arts and culture groups and the health department to be advocates for the parks system.

Goal 6

Continue to reduce carbon and greenhouse gas emissions.

Strategy

1. Promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure.
2. Collaborate with Greater Bridgeport Transit to transition to fuel-efficient, low-emission vehicles.
3. Update the municipal automobile fleet with alternative fuel and fuel-efficient vehicles.
4. Educate residences on energy efficient practices for their homes.
5. Coordinate with Park City Communities to enhance energy efficiency of existing housing, and to ensure energy efficiency of newly constructed units.
6. Coordinate with local businesses to increase energy efficiency in their buildings and operations.
7. Commit to increasing energy efficiency in the buildings and operations of the City.

Goal 7

Continue to shift towards clean and renewable energy sources.

Strategy

1. Track the City's energy usage and establish targets for renewable energy use.
2. Continue implementation of [BGreen 2020 Energy Improvement District](#) to foster renewable electricity generation projects.
3. Support the creation, development, and expansion of recycling, green industrial, renewable energy, and energy cogeneration businesses in the existing eco-technology business cluster, and where appropriate, in other areas of the City.
4. Support state funding efforts for solar thermal energy and fuel cell technology with the continued expansion of the Bridgeport Thermal Energy Project with NuPower.
5. Encourage the private use of renewable energy sources through tax subsidies and incentives.

Goal 8

Enhance resilience against impacts of coastal storms and climate change.

Strategy

1. Encourage the creation of neighborhood-specific coastal resiliency plans that embrace broad City policy goals while recognizing the unique assets and importance of each waterfront neighborhood. ●
2. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a [FEMA floodzone](#) or handling toxic materials. ●
3. Restrict development in high risk flood plains. ●
4. Participate in FEMA's Community Rating System (CRS) program of the National Flood Insurance Program (NFIP). ●
5. Support the [Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition](#) project efforts to create a comprehensive flood protection system throughout the South End neighborhood.
6. Support the Lower West End Coastal Resiliency Planning Study recommendations and strategies.

Case Study:

Washington DC RiverSmart Rooftops



Green rooftop in Washington D.C. Source: asla.org

In 2006, Washington D.C.'s Department of Energy & Environment started the District RiverSmart Rooftops Program. The program has since greatly contributed to the installation of green roofs across the city.

The program seeks to promote the voluntary installation of green roofs for the purpose of reducing stormwater runoff and pollutants. A rebate of \$10 to \$15 per square foot for voluntary installations of green roofs is provided. The rebate amount depends on whether the proposed green roof is located within the combined sewer system or the municipal storm sewer system. There is no cap on the size of projects eligible for the rebate; properties of all sizes including residential, commercial and institutional are eligible.

There are currently more than 3 million square feet of green roofs in Washington D.C. This includes green roofs that were installed to meet D.C.'s stormwater regulations as well as voluntary installations under the RiverSmart Rooftops program.

Case Study: Portland Composts!



Portland Composts! Source: waste360.com

The City of Portland, Oregon introduced the Portland Composts! program in 2005. Under the program, every hauling company that services a commercial entity was required to offer the option of compostables collection. In 2010 Portland launched a pilot program for curbside residential compostables collection in four neighborhoods, including 2,000 single and multifamily households.

City staff conducted extensive outreach and education and distributed collection pails, guides, and collections schedules. Participants could dispose of food and yard waste via a 64-gallon waste bin. The program included a “pay-as-you-throw” garbage collection program which charged for waste disposal based upon bin size and frequency of collection. This provided an incentive to reduce costs by recycling and composting waste.

By the end of the pilot in 2011, a participant survey found that 87% of respondents were happy with the program. This success led to expansion of the program city-wide. During the pilot program, the demand for weekly garbage pickup dropped and the City decided to collect garbage once every two weeks when it switched to a city-wide compost program. In establishing the system, Portland became the first large city to move from weekly to every-other-week garbage collection while providing weekly recycling and compost collection.

Goal 9

Increase sustainable practices in business and development.

Strategy

1. Encourage the creation of green jobs to facilitate sustainable economic growth.
2. Incentivize green building practices for new developments, and weatherization and retrofits on existing buildings. ●
3. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.

Goal 10

Connect education to nature.

Strategy

1. Add environmental learning to the school curriculum.
2. Incorporate educational components into the design of new parks and rehabilitation of existing parks.
3. Utilize Bridgeport's existing natural resources to create nature-based learning programs.

Goal 11

Minimize the generation and environmental impacts of solid waste.

Strategy

1. Consider implementing a plastic bag ban.
2. Consider implementing a composting pilot program.

Goal 12

Incorporate sustainability considerations into decision-making across sectors and policy areas in the City.

Strategy

1. Ensure that City and State policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process.
2. Work with the Sustainability Coordinator to identify a list of experts who can provide expert opinions on the sustainability impacts of proposed policies and present salient sustainability information that is relevant to other departments.



Image Credit: Morgan Kaolian

Morgan Kaolian

BRIDGEPORT IS A REGIONAL CENTER

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Guiding Principle: Bridgeport is a Regional Center

With approximately 147,000 residents, Bridgeport is the largest city in Connecticut and has a significant economic, educational, governmental, and institutional presence in southwestern Connecticut. Bridgeport is a vital urban center within the Northeast corridor, a series of towns and cities that stride Interstate 95 and the Amtrak rail line between Washington D.C. and Boston. With its proximity to New York and New Jersey, Bridgeport is within the Tri-State Metropolitan Region, and partly functions as a satellite region of New York City. In addition to I-95 and Amtrak, Bridgeport is connected to the Tri-State region via Metro North, interstate buses, the Merritt Parkway, and the Port Jefferson Ferry. These assets contribute to an infrastructure portfolio that makes Bridgeport a transportation hub for surrounding communities.

With an objectively important position in the state and region as a transit hub, service provider, job creator and population center, Bridgeport has an opportunity to grow in its role as a regional leader. The City should embrace its size and importance by convening regional leaders to address common issues shared with large Connecticut cities and the municipalities in Greater Bridgeport. By working together with those that share the same challenges, Bridgeport can lead in the creation of regional or urban policy agendas, with the goal of achieving better outcomes for all.

Bridgeport also has unique opportunities as a city that was once known throughout the world as a center of industry. The space and infrastructure demand to meet such productivity are high, and with the decline of industry in Bridgeport and the Northeast, its globally significant manufacturing industry has transformed into a nearly unparalleled amount of large vacant parcels of land that are adjacent or within .5 mile of road, rail,

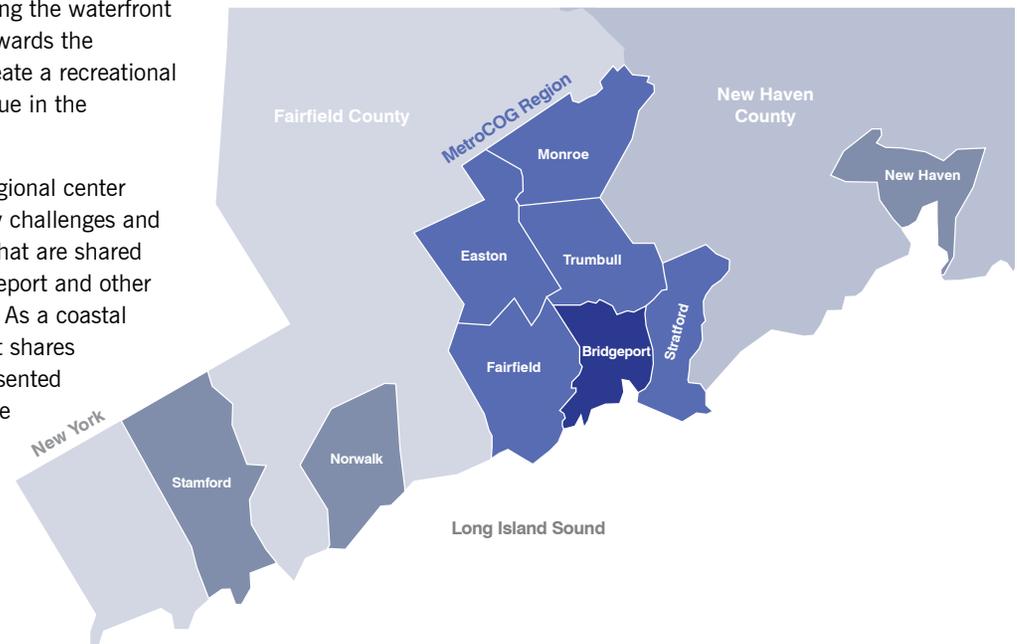
air and land infrastructure that can easily plug into national and international transportation networks. This industrial past has also left Bridgeport with an underdeveloped waterfront that is unique in the state in terms of the potential to redevelop due to the relatively low value of waterfront land currently.

With these and other assets, there is an opportunity to think regionally and act locally, undertaking initiatives that will increase the city's standing in the region, while benefiting its tax payers and residents. For example, the City can improve its transportation infrastructure to attract residents and visitors by increasing the convenience of travel to or from jobs in other regional hubs like Stamford, New Haven and New York City. The City should also consider regional trends when developing housing policies, preparing for a potential influx of young professionals, families and creatives priced out of the New York metro-area and other Connecticut cities. Other local initiatives with regional impact could be supporting the arts to embrace and strengthen our role as a hub for creativity and redeveloping the waterfront with an eye towards the potential to create a recreational attraction unique in the Northeast.

Finally, as a regional center there are many challenges and opportunities that are shared between Bridgeport and other municipalities. As a coastal city, Bridgeport shares challenges presented by sea level rise

and coastal storms with the rest of the shoreline. As such, actions taken to improve coastal resiliency in Bridgeport will impact the resiliency of the region at large and should be coordinated through regional efforts. Other regional systems, like food systems and environmental systems, are directly impacted by decisions made in Bridgeport, and so its role within these systems, and often its potential to help improve these systems, should be considered when making policy decisions.

By embracing its size and prominence, driving coordinated policy, taking advantage of broader trends and intentionally working with other towns and cities, Bridgeport has an opportunity to fully embrace its role as a regional center. The following chapter proposes goals and strategies that can steer Bridgeport towards a sustained leadership position that will benefit both its neighbors and its own residents.



Goal 1

Commit to playing a leadership role in convening and facilitating the regional policy discussion and commit resources to supporting and advocating for a regional policy agenda.

Strategy

1. Collaborate with organizations, institutions, and other stakeholders in the Greater Bridgeport Region.
2. Work with MetroCOG to convene key Greater Bridgeport regional leaders to understand shared goals and collaborate to establish shared action strategies for housing policy, transportation policy, food security, environmental policy, and cost-sharing.
3. Work with [RPA](#) to establish an Anchor Network throughout Southwestern Connecticut.

Goal 2

Expand Bridgeport's role as the lead economic development engine in the region.

Strategy

1. Coordinate and communicate with MetroCOG, SCRCOG, and NVCOCGT regarding appropriate and effective economic development strategies and goals.
2. Support MetroCOG's efforts to establish a Regional Economic Development District (REDD) with a Comprehensive Economic Development Strategy (CEDS) and federal designations (Economic Development District) that will be eligible for US Economic Development Administration funding. Work with MetroCOG and New Haven to explore the creation of a regional CEDS that integrates the Greater Bridgeport, Greater New Haven, and Lower Naugatuck Valley regions.
3. Engage the Bridgeport Regional Business Council in implementing relevant components of the Comprehensive Economic Development Strategy.
4. Work with Connecticut Port Authority to take advantage of Bridgeport's deep-water port for commercial development. Refer to [CPA's 2018 Maritime Strategy](#) and [CT-OPM's 2012 Deep Water Port Strategy Study](#).
5. Focus on regional marketing of large underutilized or undeveloped sites for potential corporate campus or innovation center development. (Especially 889 Barnum Avenue and GE's Boston Avenue Site).
6. Lead the region in the installation of high speed internet infrastructure to enhance attractiveness for business relocation.

Click any case study title for more information.

Case Study: Anchor Institution Partnerships



Learning Corridor, Hartford, CT Source: [jcj.com](#)

As the state's capital, Hartford comprises many anchor institutions which are embedded into the social and economic fibers of the city and region.

Hartford's successful collaboration with anchor institutions can be witnessed through the impacts of the Southside Institutions Neighborhood Alliance (SINA) which comprises Trinity College, Hartford Hospital, and Connecticut Children's Medical Center. The partnership has lasted 40 years and has positively impacted the neighborhood and beyond through strategic investments for new community developments, fundraising efforts for the neighborhood, development of affordable housing, and engagement of public schools and the community. Partnerships with anchor institutions rely on the understanding that the economic health of an anchor institution and the city in which it resides are inherently connected.

A flagship project of the SINA partnership is The Learning Corridor; a large community campus made possible by a \$10 million investment from SINA. The campus has four public schools, a performing arts center, a boys and girls club, and a family support program. Other SINA efforts over the years have included the creation of a community development corporation tasked with building affordable housing units throughout Hartford's urban center.

Goal 3

Enhance connections with regional institutions of higher learning.

Strategy

1. Work with the region's numerous colleges and universities to identify partnership opportunities with established employers and growing startups to develop innovative projects and spur job growth.
2. Continue to offer Bridgeport as a laboratory for experimentation and exploration by encouraging regional colleges and universities to study Bridgeport and propose ideas for the city's physical, economic, and cultural growth.
3. Market Tower Place at Barnum Avenue to regional colleges and universities as a potential site for a satellite campus.

Goal 4

Expand Bridgeport's role as a regional center for arts and culture.

Strategy

1. Work with active Bridgeport arts groups to create an Arts and Culture Commission.
2. Consider designating multiple arts districts throughout the city that could be targets for incentives. ●
3. Collaborate with the Cultural Alliance of Fairfield County to promote regional arts.
4. Work with regional arts and culture non-profits, and municipalities, to jointly apply for grants.
5. Support the growth of regionally significant arts and culture institutions such as the Klein, the Housatonic Museum of Art, the Barnum Museum, and the Mary and Eliza Freeman Center.

Goal 5

Embrace the Bridgeport's role as the regional transportation hub.

Strategy

1. Promote access to bus, ferry, and commuter rail and preserve easy, convenient, and seamless transitions between transit modes. ●
2. Protect critical regional transportation infrastructure from coastal hazards. ●
3. Continue to promote mixed-use Transit Oriented Development. ●
4. Promote coordination among different transportation providers to encourage multi-modal utilization of the transportation network. ●

Goal 6

Increase regional connectivity through expanded transit service.

Strategy

1. Work with the Greater Bridgeport Transit Authority (GBT) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service.
2. Work with federal and state delegation to advocate for construction of Barnum Station.
3. Work with MetroCOG to engage CTDOT, Metro-North, and Amtrak in discussions regarding the recommendations of the [2018 Regional Plan Association Trans-Regional Express Plan](#).
4. Work with MetroCOG, GBT and regional municipalities to establish and support a regional bikeshare, last mile mobility program.
5. Provide improvements to Sikorsky Airport as recommended by the 2019 Airport Master Plan and the [2015 MetroCOG Regional Transportation Plan](#).

Case Study: Canton, Ohio Arts District



Arts District, Canton, OH Source: visitcanton.com

Canton, Ohio, like many cities in the 1990s, was suffering from a shrinking population and increased crime rates, leading to the perception that it was a “dangerous city.” Downtown was hit the hardest, with empty streets, vacant storefronts, and a population that largely refrained from entering the city center.

In 2006, the creation of a county-wide arts council, ArtsinStark, spurred a shift of focus to view art as an economic driver instead of a simple act of creativity. The council began promoting art on a county-level to address the regional benefit of collaboration and facilitated collective fundraising efforts to sponsor artists. As a growing number of artists concentrated in the Downtown, Canton's agencies fostered the creative environment by providing reduced rents for artists and their studios. The Canton Land Bank and Downtown Canton Special Improvements District partnered to redevelop undervalued vacant lots into studios and low-cost residences.

As artists and public art became more prevalent in the Arts District, the city and its new residents experienced a mutual benefit; artists found an economically feasible space to work collaboratively with other artists, and the city found itself in the midst of a downtown revitalization poised to reposition Canton as an art center and stimulate the local and regional economy through tourism and job creation.

Goal 7

Consider regional housing needs in the creation of housing policies.

Strategy

1. Encourage and incentivize construction of housing in proximity of Bridgeport Station as a means of providing housing that is well connected to a larger region. ●
2. Initiate coordination with the Greater Bridgeport region to discuss the equitable distribution of diverse housing options. ●
3. Consider housing affordability in the New York Metropolitan, coastal Connecticut, and greater Bridgeport regions when establishing local housing affordability goals and policies. ●

Dots correspond with a plan theme. Click to jump to theme.

Goal 8

Develop a waterfront and open space system that is better connected to, and enjoyed by, the region.

Strategy

1. Build out the [Pequonnock River Trail](#) and [East Coast Greenway](#) segment in Bridgeport and connect to surrounding communities. ●
2. Develop a Parks system website, marketing materials, and signage that encourages use of the Parks system by the region. ●
3. Implement recommendations of the [2017 Waterfront Plan](#) that would expand access to the waterfront, particularly development of the citywide waterfront pathway. ●
4. Promote the city's regional parks and support events that attract residents from the region. ●
5. Study the fiscal and environmental advantages of designating Pleasure Beach as a natural preservation area, tying into the preservation of Connecticut coastal and estuarine resources. ●
6. Coordinate with neighboring and regional planning bodies to advance the clean-up and reuse of the Remington Woods/Lake Success Property as a regional site that has a significant urban forest component.
7. Protect the multiple estuarine habitats of regional and State significance that exist in Bridgeport. ●
8. Lead the creation of a Regional Land Trust. ●

Goal 9

Strengthen regional coastal resilience and natural hazard mitigation.

Strategy

1. Support the [Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition](#) project efforts to create a comprehensive flood protection system throughout the South End. ●
2. Strategically implement recommendations of the 2014 Natural Hazard Mitigation Plan and 2019 Update. ●
3. Strategically implement recommendations of the [2017 Southern Connecticut Regional Framework for Coastal Resilience](#). ●
4. Collaborate with surrounding municipalities in implementation of coastal resilience and natural hazard mitigation measures. ●

Goal 10

Assist in reducing the regional carbon footprint by continuing to lead in renewable energy generation and utilization of energy efficient infrastructure.

Strategy

1. Continue to expand micro grids and district heating programs.
2. Promote increased colocation of recycling, green industrial and energy cogeneration businesses in the Eco District Business Park.
3. Focus on powering all public facilities with energy derived from renewable sources.
4. Improve zoning regulations to require energy efficiency and green standards in all development.

Goal 11

Play a part in promoting regional food security.

Strategy

1. Promote improved regional agricultural viability by working with regional organizations to enhance demand for locally (regionally) grown food products.
2. Coordinate with Greater Bridgeport municipalities to be a receiver for the transfer of development rights for the preservation of rural farmland.

Goal 12

Actively promote regional cost-sharing.

Strategy

1. Work with the region's municipalities, via MetroCOG, to actively identify and implement regional cost-sharing and cooperative purchasing opportunities.

Goal 13

Lead the region and other Connecticut cities in addressing structural fiscal issues related to its function as a provider of regional services.

Strategy

1. Work with state delegation and leaders from other Connecticut cities to promote a state tax structure overhaul to address the challenges of being reliant on property taxes for most revenue.
2. Work with state delegation and leaders from other Connecticut cities to advocate for a 100% commitment to the Payment in Lieu of Taxes (PILOT) program and/or advocate for changes to state statutes that exempt state-owned and non-profit properties from local property taxes.
3. Work with state delegation and leaders from other Connecticut cities to advocate for changes to state statutes that would provide a local sales tax option.

Case Study: PILOT Programs in Massachusetts



Worcester, MA Source: Wikipedia.com

PILOTs, or payments in lieu of taxes, are voluntary payment agreements decided between nonprofits and the municipality as a substitute for property taxes. These payments offset the cost of hosting tax-exempt organizations and balance the financial burden across a region where one municipality is the main service provider for surrounding towns and governments

While PILOTs attract some skepticism because of their often ad-hoc nature of implementation and limited revenue potential, multiple Massachusetts municipalities have been successful in creating PILOT programs that surpass these challenges to create a collaborative relationship between nonprofits and local governments.

Worcester, which is comparable in size to Bridgeport, has adopted a PILOT program to increase city revenue. Worcester's city officials highlighted mutual benefits that PILOTs may provide by committing to invest PILOT funds into public projects that positively impact nonprofits and advance mutual goals. These commitments included the construction of a pedestrian plaza to address safety issues near Clark University, as well as investments into the Worcester Public Library.

Worcester increased participation in their PILOT program by creating a respectful process that highlighted PILOTs as a way for nonprofits to supplement their existing public benefit and fostered the understanding that the health of the nonprofit and the city is inextricably linked.

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Image Source: City of Bridgeport

Implementation Plan

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How to use the Implementation Plan



	Bridgeport is a Livable City Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.1	Goal 1: Increase usage of transit and alternative modes of transportation.						
1.1.1	1. Adopt a policy to promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure.	OPED	DPF		Assess city streets to determine feasibility of bicycle infrastructure.	Implement infrastructure improvements necessary to support last mile mobility.	
1.1.2	2. Work with the Greater Bridgeport Transit Authority (GBT) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service.	OPED	GBT, MetroCOG		Collaborate to identify needed improvements.	Establish priorities and implementation strategies.	
1.1.3	3. Include GBT in site plan review to make sure that project proposals enhance, and do not hinder, bus access.	OPED	GBT		Include GBT in Conceptual Design Review process as necessary.		
1.1.4	4. Work with GBT and regional municipalities to establish and support a regional bikeshare, last mile mobility program.	OPED	MetroCOG, GBT		Research model ordinances for local adoption to accommodate these modes of transportation.	Adopt model ordinances.	Implement infrastructure improvements necessary to support last mile mobility.
1.1.5	5. Promote access to bus, ferry, and commuter rail and preserve easy, convenient, and seamless transitions between transit modes.	OPED	GBT, Bridgeport - Port Jeff Ferry		Construct improvements designed for federally funded Downtown Intermodal Improvements Phase II program.	Ensure timely shuttle services between modes which are separated geographically.	
1.1.6	6. Promote coordination among different transportation providers/regulating entities to encourage multi-modal utilization of the transportation network.	OPED	MetroCOG		Convene various transportation providers to explore coordination efforts.	Develop strategies for coordination.	
1.1.7	7. Work with GBT and MetroNorth to improve transportation access and service.	OPED	GBT, MetroNorth RR		Consult with entities to determine their requirements and constraints for service changes.	Work to improve bus transit connectivity to make it easier and faster for students to get to school	
1.1.8	8. Support improvements to fixed-route bus service through technology enhancements.	OPED	GBT, MetroCOG		Convene GBT and private transportation network companies to discuss collaborative possibilities for improving fixed-route bus service, as referenced in The Fourth Regional Plan.		
1.1.9	9. Consider working with Bridgeport employers to offer incentives that encourage the use of transit or carpooling instead of single-occupancy vehicles for commuting.	OPED	BRBC, DSSD		Identify key Bridgeport employers to meet with and convene meetings to discuss openness to program.	Work with employers, OPM, and transportation providers to determine approaches acceptable to all parties.	
1.1.10	10. Leverage on-demand technologies to improve and expand paratransit.	OPED	MetroCOG		Convene GBT and private on-demand services for discussion on how to collaborate to provide improved paratransit service, as referenced in The Fourth Regional Plan.		
1.1.11	11. Consider an increase in freight moving to and through Bridgeport by rail, barge, or other means, and the infrastructure improvements that would be necessary to accommodate such an increase.	OPED	CTDOT, CT Port Authority		Research various types of freight that can be moved through Bridgeport at increased volumes based on market conditions.	Research infrastructure needs for increased freight volume.	Conduct cost-benefit analysis of increased freight traffic and associated costs, including infrastructure, marketing, and others.

Bridgeport is a Livable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.1.12	12. Work with GBT and Board of Education to best support student transportation	OPED	BOE, GBT, Youth	Short	Convene discussion of parties as to issues	Devise possible solutions	
1.2	Goal 2: Encourage density of development in areas that are well served by transit and are within walking distance of places of residence, employment, goods, and services.						
1.2.1	1. Focus on redevelopment in close proximity to the Downtown Bridgeport Train Station to maximize transit-oriented development opportunities in the area.	OPED			Complete redevelopment of Downtown. Create a strategy for making city-owned downtown lots available to developers; strategy may include centralizing government services in a single building. 2020 Q1	Environmentally assess and market former AGI and adjacent sites for redevelopment. Pursue strategic acquisitions of underutilized properties in the Downtown with the intention of making them available for private development.	Assess and market vacant sites near Harbor Yard for redevelopment.
1.2.2	2. Encourage the development of housing throughout Downtown.	OPED			Make necessary zoning modifications to allow for the development of more dense, single use (residential) projects along corridors.	Invest in improvements to the public right of way along commercial corridors in order to make these areas more attractive for residential development.	Consider the creation of a target for the number of residential units to be added to Downtown housing stock by 2030.
1.2.3	3. Concentrate dense housing along commercial corridors with bus service.	OPED			Research and develop a report that summarizes potential redevelopment opportunities in proximity to the train station and proposes P3 structures for co-funding upgrades.	Work with CTDOT to explore funding availability and P3 structures that could contribute capital towards train station upgrades.	
1.2.4	4. Work with the State, and other stakeholders, to develop strategies for improvements to the Downtown Bridgeport Train Station.	OPED	MetroCOG, CTDOT		Identify P3 opportunities.	Demolish structures on TOD site.	
1.2.5	5. Construct the East Bridgeport (Barnum) Train Station	OPED	MetroCOG, RPA				
1.2.6	6. Revise zoning in proximity of the planned East Bridgeport (Barnum) Train Station to be more supportive of the development of a mixed-use job center.	OPED			Assess zoning recommendations in Barnum TOD Plan.	Draft and present zoning amendment to Planning & Zoning Commission for adoption.	
1.3	Goal 3: Adopt a Complete Streets approach to transportation planning and improvements.						
1.3.1	1. Adopt a Complete Streets policy.	OPED	DPF - Engineering, MetroCOG		Review the 2011 GBRC Complete Streets Policy and Action with DPF-Engineering and Vision Zero effort to determine desired components for a new Complete Streets Policy.	Review existing work done by City departments related to setting standards for pathways, trails, green infrastructure, and roads.	Work with DPF-Engineering and MetroCOG to create and adopt a Complete Streets Policy and Guidelines.
1.3.2	2. Improve the walkability of neighborhoods and connections between neighborhoods.	OPED	DPF		Identify major barriers that exist between neighborhoods and potential gateways to focus on for improvement, with the help of community leaders.	Create a connectivity plan to establish connections between neighborhoods through improvements to the public right of way and new infrastructure where necessary.	Prioritize locations for improvements.
1.3.3	3. Ensure adequate maintenance of sidewalks, pedestrian crossings, and pedestrian signals.	DPF	DPF - Engineering		Continue the sidewalk improvement program and continue citing responsible property owners for sub-standard sidewalks.	Identify shortcomings with existing infrastructure.	Upgrade infrastructure where ADA compliance is not met, with preference given to high priority connection routes.
1.3.4	4. Create a coordinated system of bicycle infrastructure.	OPED	DPF - Engineering		Assess city streets to determine feasibility of bicycle infrastructure.	Implement infrastructure improvements necessary to connect trails and destinations.	
1.3.5	5. Improve pedestrian and bicycle wayfinding.	OPED	DPF - Engineering		Develop program of consistent wayfinding throughout City.	Secure funding for wayfinding program.	
1.3.6	6. Prioritize Safe Routes to School for lighting improvements, sidewalk repair, streetscapes, and other infrastructure improvements.	DPF	Non-Profits, OPED		Convene Board of Education, Department of Public Facilities, Police, Fire, Engineering, Zoning, and OPED to understand and commit to a Safe Routes to School Program. 2021 Q4	Develop appropriate Safe Routes with youth input and designate them as such.	Assess improvement needs for each route.

Bridgeport is a Livable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.4	Goal 4: Update zoning regulations to allow for a greater mix of uses and increased bikeability/walkability.						
1.4.1	1. Expand the amount of land that is zoned for a mix of uses.	OPED			Assess current zoning for mixed-use.	Consider additional areas where mixed-use is acceptable.	Amend permitted uses in the next zoning rewrite.
1.4.2	2. Allow for small-batch and low-impact manufacturing in more areas throughout the city.	OPED			Research model zoning regulations for small-batch and low-impact manufacturing.	Consider areas where uses are acceptable.	Amend permitted uses in the next zoning rewrite.
1.4.3	3. Support the development of live-work spaces.	OPED			Research model zoning regulations for live-work spaces.	Consider areas where uses are acceptable.	Amend permitted uses in the next zoning rewrite.
1.4.4	4. Improve the walkability of neighborhoods and connections between neighborhoods.	OPED	Neighborhood Groups		Research model zoning regulations for ROW standards and walkability enhancements.	Identify priority areas requiring these regulations.	Amend permitted uses in the next zoning rewrite.
1.4.5	5. Increase the use of design guidelines and the integration of form-based zoning throughout the city.	OPED			Hire consultant to rewrite zoning regulations to include design guidelines and integrate form-based zoning.	Amend permitted uses in the next zoning rewrite.	
1.4.6	6. Include bike storage facilities in rights of way as part of private development requirements.	OPED			Include bike storage within ROW zoning during the next zoning rewrite.		
1.5	Goal 5: Encourage infill development.						
1.5.1	1. Ensure that zoning regulations do not restrict infill development.	OPED			Review regulations to identify sections which restrict infill development.	Amend those sections during the next zoning rewrite.	
1.5.2	2. Maintain clear and consistent permitting procedures, and ensure that these procedures are accessible and transparent to the public.	OPED	Communications Office		Implement permit software to improve clarity of permitting processes and allow for easier tracking of permits.	Review permitting system in 2021 to make adjustments as necessary to ensure goal of streamlined permitting is achieved.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.
1.5.3	3. Prioritize the remediation of brownfields by developing a goals-achievement matrix (GAM) for remediation projects.	OPED			Identify appropriate matrix criteria.	Implement matrix.	
1.5.4	4. Provide access to high-speed internet connections to underdeveloped and vacant sites.	Mayor's Office	OPED, DPF		Prioritize areas of high need to direct planning of a future fiber network build-out, including development sites.	Build out a citywide backbone fiber network that will be used by the City and allow capacity for additional users.	Study the feasibility of independently, or in partnership with other ISPs, creating a fiber service to provide low-cost, high-speed fiber service in the City.
1.5.5	5. Consider changing zoning to allow for accessory dwelling units.	OPED			Review accessory dwelling issues during the next zoning rewrite.		
1.5.6	6. Update the City's zoning to be more user friendly and to allow for the development of a wide variety of housing options throughout Bridgeport.	OPED			Rewrite the City's zoning code in 2019/2020 to allow for the development of a variety of housing options throughout Bridgeport.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.	
1.5.7	7. Consider zoning that allows for more small-batch manufacturing and other commercial uses in traditionally residential neighborhoods.	OPED			Research model zoning regulations for small-batch manufacturing, particularly within residential areas.	Consider areas and situations where uses are acceptable.	Amend regulations in the next zoning rewrite.
1.5.8	8. Explore the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use.	OPED	Tax Assessor		Conduct a study of the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use.	Research and speak with other Connecticut municipalities which have implemented this taxing system.	

Bridgeport is a Livable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.6 Goal 6: Improve and expand public facilities and resources in neighborhoods.							
1.6.1	1. Provide City resources such as parks and recreation facilities, libraries, and community centers in areas of need.	OPED	Public Facilities, DHSS		Evaluate facility locations. Convene discussion regarding school resources and ability for larger community usage of those resources.	Ensure parks are within a ten minute walk from residences.	Identify gaps in resources.
1.6.2	2. Work with the Board of Education to open schools and grounds for community use.	OPED	BOE			Develop strategies to increase resource usage. Meet with the Board of Education and Public Facilities to coordinate increasing public access to prioritized playgrounds.	
1.6.3	3. Utilize vacant lots and school playgrounds to expand the public open space network.	DPF	BOE, Non-Profits		Work with Public facilities and Non-Profits to identify priority playgrounds to make public.		Crosscheck vacant lots with areas of need to identify potential for new pocket parks.
1.6.4	4. Ensure that public facilities and new development are compliant with the Americans with Disabilities Act.	DPF	DPF - Engineering		Assess all public buildings, intersections, parks, and other facilities to ensure compliance with ADA standards.	Create plan to secure funding and implement compliance updates as necessary.	Include ADA compliance with Design Review for new development, and place liens on non-compliant existing developments.
1.6.5	5. Use schools, libraries, and community centers as community education and gathering centers to stimulate lifelong learning and intergenerational learning.	BOE	Bridgeport Libraries, Non-Profits		Convene discussion on how all facilities can become community education and gathering centers.	Develop strategies to achieve goal.	
1.6.6	6. Consider programs which reimagine underutilized spaces and turn them into areas to play, for both temporary and permanent installations.	OPED	Non-Profits		Identify range of underutilized spaces.	Identify range of permanent and temporary installations acceptable for activating underutilized spaces.	Modify policies, ordinances, and regulations to allow these activations.
1.6.7	7. Rethink roofs as public spaces which include playgrounds, parks, farming and horticulture, wireless networking and digital infrastructure, art installations, and even goods delivery via drones.	OPED			Include design guidelines and use options for roofs in next zoning rewrite. Through a collaboration with the arts community, develop a variety of opportunities for public art installations and public art participation events.		
1.6.8	8. Utilize public art to activate public spaces and encourage community participation from all age groups.	OPED	DPF-Parks			Develop a calendar schedule of public art installations and events.	Promote art reveals and public participation art events on community-wide calendar.
1.7 Goal 7: Continue improvements aimed at revitalizing the Downtown.							
1.7.1	1. Redefine the boundaries of Downtown to include an "Expanded Downtown"	OPED			Promote an understanding of the Downtown that would include adjacent areas, south to the University of Bridgeport, west to West Avenue, and East to Kossuth Street and Steelpointe.	Identify key connections between the "Downtown Core" and "Expanded Downtown" that should be focused on for public ROW and infrastructure upgrades.	
1.7.2	2. Encourage mixed-use development.	OPED			Ensure zoning does not restrict mixed-use structures.	Prioritize mixed-use development over single-use.	
1.7.3	3. Create an Arts District to establish a true geographic center for arts and culture in Bridgeport.	OPED	Non-Profits, DSSD		Convene appropriate parties to discuss district boundaries, purpose, and wayfinding.	Develop strategies to create Downtown Arts District. Pursue strategic acquisitions of underutilized properties in the downtown with the intention of making them available for private development.	Consider utilizing a design consultant to assist in creating a cohesive aesthetic for Downtown that could guide improvements.
1.7.4	4. Continue to focus on redevelopment efforts to activate vacant buildings and parcels throughout Downtown.	OPED	DSSD, Property Owners		Convene property owners to discuss options for activating parcels and vacant building spaces.	Coordinate with property owners to discuss strategies for making improvements to facades and spaces that are directly adjacent to the public ROW.	Consider utilizing a design consultant to assist in creating a cohesive aesthetic for Downtown that could guide improvements.
1.7.5	5. Work with property owners to improve sidewalks, plazas, and facades.	OPED	DPF, DSSD		Include publicly accessible open space requirements in Downtown development regulations.		
1.7.6	6. Encourage and support retail and services that support the growing residential base Downtown.	OPED	DSSD		Work with DSSD to identify missing retail and services.	Develop strategies and timeline to attract needed retail and services.	Implement strategies.

Bridgeport is a Livable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.8	Goal 8: Enhance connectivity and accessibility between neighborhoods.						
1.8.1	1. Improve pedestrian lighting and streetscape amenities such as wide sidewalks, trash receptacles, art installations, and new coats of paint at all underpasses.	OPED	DPF, DSSD		Coordinate efforts to manage the improvements.	Develop implementation strategies.	
1.8.2	2. Rebuild the Congress Street bridge with pedestrian and bicycle amenities.	OPED	DPF - Engineering		Secure funding for the design and construction of the Congress Street bridge.	Complete the design of the Congress Street Bridge, and ensure that high-quality pedestrian and bicycle amenities are included in the design.	Help to coordinate construction of the Congress Street Bridge with the City Engineer.
1.8.3	3. Create a citywide waterfront pathway as described in the Waterfront Master Plan.	OPED			Modify zoning regulations.		
1.8.4	4. Create the Yellow Mill Greenway, extending at least from Harding High School to the Yellow Mill Creek.	OPED	DPF-Parks, Grants Department		Identify potential partners for Public-Private partnership, especially related to environmental remediation of adjacent sites.	Investigate the feasibility of establishing a mitigation bank, through which credits could be applied to construction of the Greenway.	Seek grants for open space, wetland restoration, and pathways.
1.8.5	5. Create a Green Network that enhances connectivity between parks, open spaces, and other community gathering spaces.	OPED	DPF, Non-Profits		Research model zoning regulations for ROW and walkability.	Consider areas requiring these regulations.	Amend regulations.
1.8.6	6. Create a Multi-Use Trail Plan, designating priority routes for pedestrian and bicycle infrastructure improvements.	OPED	DPF-Engineering, DPF-Parks		Designate priority routes for pedestrian and bicycle infrastructure that form a network of multi-use trails/paths.	Develop standards for multi-use trails/paths.	Work with the community to create a Multi-Use Trail Plan
1.8.7	7. Deck over a portion of Route 8 to connect bisected neighborhoods, creating development and open space opportunities.	OPED	DPF, CTDOT		Explore feasibility.	Create redevelopment plan.	
1.9	Goal 9: Preserve and rehabilitate historic properties.						
1.9.1	1. Update the survey of structures eligible for listing on the National Register.	OPED	Non-Profits, CT SHPO		Secure funding and hire consultant to update list.	Tie listing to GIS and make available online.	
1.9.2	2. Amend zoning to further protect structures deemed eligible for National Register listing.	OPED	CT SHPO		Discuss model regulations with CT SHPO.	Amend regulations.	
1.9.3	3. Invest in renovations and rehabilitations to preserve the character of historic buildings and districts in Bridgeport.	OPED	CT SHPO, Grants Department		Identify historic building and structures in need of renovation and rehab based upon NPS National Register and CT SHPO inventories.		
1.9.4	4. Prioritize adaptive reuse of historical buildings that are vacant or falling into disrepair.	OPED			Develop prioritization matrix.	Market priority properties for development.	
1.9.5	5. Ensure active participation in historic district commissions.	OPED			Combine historic district commissions into one new commission with citywide scope.	Identify opportunities in development process to include HDCs.	Develop and implement policy to include HDCs.
1.10	Goal 10: Improve sustainability and energy efficiency of existing buildings and new construction.						
1.10.1	1. Increase the energy efficiency of existing commercial spaces and residential units.	OPED			Develop and adopt policies, ordinances, and regulations regarding energy efficiency.	Amend regulations in the next zoning rewrite.	
1.10.2	2. Work to reduce carbon impacts and incorporate advanced sustainable building design in new developments.	OPED			Develop and adopt policies, ordinances, and regulations regarding energy efficiency.	Amend regulations in the next zoning rewrite.	

Bridgeport is a Livable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
1.11	Goal 11: Enhance the resiliency of Bridgeport's neighborhoods.						
1.11.1	1. Encourage the creation of neighborhood-specific coastal resiliency plans that embrace broad City policy goals while recognizing the unique assets and importance of each waterfront neighborhood.	OPED	NRZs		Review Bridgeport's 2019 Natural Hazard Mitigation Plan for neighborhood specific items.	Present neighborhood specific information to NRZs for their input.	Adopt strategies/plans at legislative and NRZ level.
1.11.2	2. Identify and restrict development in high risk flood plains.	OPED	DPF - Engineering		Review 2019 Natural Hazard Mitigation Plan for recommendations. Convene appropriate parties to discuss benefits/detriments of structure/infrastructure removal.	Incorporate restrictions into the next zoning rewrite.	
1.11.3	3. Consider the removal of existing development and infrastructure within high risk flood plains.	OPED				Develop policies and prioritized strategies to address desired outcomes.	
Bridgeport has a Robust Economy Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.1	Goal 1: Reduce the tax burden on residents by growing the grand list, attracting new businesses, growing existing businesses, and encouraging corporate citizenship.						
2.1.1	1. Streamline the City's business permitting and licensing processes to be efficient, effective, and expeditious.	OPED			Utilize existing recommendations and work with city permitting departments to analyze operations and identify inefficiencies.	Work with the business community and permitting departments to create a comprehensive and complimentary permitting process.	Create resources that guide businesses through the City's permitting and licensing processes.
2.1.2	2. Streamline the City's land use development process to be efficient, effective, and expeditious.	OPED			Analyze current land use development approvals process and identify existing inefficiencies.	Work with land use development approvals departments and commissions to develop a comprehensive and complimentary permitting process.	
2.1.3	3. Work with local banks and Community Development Financial Institutions (CDFIs) - such as Capital for Change - to promote existing small business lending and micro-lending programs.	OPED	CDFIs		Create an inventory of lenders and programs.	Provide inventory on City website and provide brochures in appropriate City offices.	
2.1.4	4. Promote Opportunity Zone investment in Bridgeport by supporting the efforts of regional partners.	OPED	CT-DECD, BRBC		Conduct annual Opportunity Zone meeting with regional partners.	Promote Opportunity Zones on City website.	Add Opportunity Zone classification to Assessor's property cards of properties within Opportunity Zones.
2.1.5	5. Promote market available commercial and industrial properties by utilizing the Connecticut Economic Resource Center (CERC) Sitefinder and similar resources.	OPED	CERC		Promote market available commercial and industrial properties by utilizing the Connecticut Economic Resource Center (CERC) Sitefinder and similar resources.		
2.1.6	6. Support MetroCOG's efforts to establish a Regional Economic Development District (REDD) with a Comprehensive Economic Development Strategy (CEDS) and federal designations that will be eligible for US Economic Development Administration funding.	MetroCOG	OPED		Conduct a meeting with MetroCOG to establish status; provide assistance to MetroCOG if needed.		
2.1.7	7. Implement a "Contract with the City" for businesses receiving City incentives that specifies requirements such as a local hiring minimum as a condition of the benefits.	OPED			Work with City departments including the Small and Minority Business Office and community organizations to determine a set of principles for the creation of "Contracts with the City."		
2.1.8	8. Establish Tax Increment Finance Districts in areas targeted for new development.	OPED			Identify areas of the City that will be targeted for new development.	Work with developers to determine the infrastructure upgrades needed to accommodate new development.	Create the required TIF District Master Plan and establish the TIF District.

Bridgeport has a Robust Economy Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.2 Goal 2: Continue the redevelopment of Bridgeport's Downtown as a transit-oriented hub for commercial, retail, and entertainment activity to supplement a growing high-density residential neighborhood.							
2.2.1	1. Continue to focus on redevelopment efforts to activate vacant buildings and parcels throughout Downtown.	OPED	DSSD		Engage property owners/managers to temporarily activate vacant spaces.	Complete redevelopment of Downtown.	
2.2.2	2. Focus on high density redevelopment which includes housing across varied price points within a half-mile radius of, and along connected transit routes to, the Downtown Bridgeport Train Station.	OPED			Identify general boundaries for the priority TOD zone.	Ensure zoning encourages housing development in prioritized areas during the next zoning rewrite.	
2.2.3	3. Promote the continued growth of arts and small-batch manufacturing in the Downtown.	OPED	DSSD, Arts Groups		Change zoning regulations Downtown to allow for small-batch manufacturing, including artist studios, as-of-right, during the next zoning rewrite.	Establish a Percent for Art program to fund public art and support programs that support the local arts community.	Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural groups.
2.2.4	4. Implement a Tax Increment Finance District in the expanded Downtown.	OPED			Work with a consultant to create the required TIF District Master Plan.	Obtain necessary approvals from city and state bodies to designate a TIF District.	
2.2.5	5. Revise regulations to allow temporary and alternative uses on the ground floor.	OPED	DSSD		Change zoning regulations to allow for temporary and alternative uses on the ground floor in DVD districts, during the next zoning rewrite.		
2.3 Goal 3: Leverage the inherent economic value of the waterfront.							
2.3.1	1. Prioritize development of Waterfront Master Plan Opportunity Sites.	OPED			Focus environmental assessment and remediation on Opportunity Sites. Work with property owners to obtain ownership of vacant and underutilized waterfront properties where financially feasible.	Focus acquisition efforts on Opportunity Sites.	
2.3.2	2. Reclaim underutilized and vacant properties along the waterfront.	OPED	DPF			Conduct eminent domain on priority properties with uncooperative owners.	
2.3.3	3. Support deepwater port uses that are environmentally sound.	OPED	Port Authority		Consider environmental impacts when evaluating port development proposals.		
2.3.4	4. Implement recommendations of the 2017 Waterfront Master Plan which include increasing access to the waterfront and establishing a waterfront pathway.	OPED	Non-Profits		Create a waterfront zoning district that requires the creation of public access and a pathway when developed.	Continue working with DEEP and other state organizations to implement Connecticut's Coastal Management Program.	
2.3.5	5. Expand the existing intracity water taxi system in Bridgeport.	Port Authority	Harbormaster, OPED		Work with waterfront property owners and the current water taxi operator to plan for the expansion of intracity water taxi services when demand justifies the investment.		
2.3.6	6. Attract a regional high-speed ferry stop in the Bridgeport Harbor.	Port Authority	Harbormaster, OPED		Complete the design and construction of a high-speed ferry terminal in Bridgeport.	Work with State of Connecticut Departments, MetroCOG, and other agencies to identify strategies for developing regional high speed ferry service that includes a stop in Bridgeport Harbor.	

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.4	Goal 4: Increase the growth of neighborhood commercial centers and corridors.						
2.4.1	1. Encourage the establishment of Business Improvement Districts throughout the City, including the Hollow neighborhood and the East Main St, Connecticut/Stratford Ave, Madison Ave, Wood Ave and Fairfield Ave corridors.	OPED	Neighborhood Groups		Work with NRZs and businesses to determine interest in the creation of BIDS and identification of neighborhood business leaders.	Provide assistance by researching processes and providing initial start-up capacity to create BIDS.	
2.4.2	2. Ensure that zoning allows for as-of-right infill development for appropriate densities and uses to support increased commercial activity around neighborhood centers and corridors.	OPED			Identify concentrations of vacant properties and analyze zoning restrictions on those lots.	Ensure that zoning regulations allow for as-of-right development that is consistent with neighborhood character.	Amend zoning regulations as necessary during the next zoning rewrite.
2.4.3	3. Work with community and business organizations to promote the unique identities of neighborhood districts.	OPED	Neighborhood Groups, Chamber of Commerce		Develop branding and marketing materials to promote areas.		
2.5	Goal 5: Encourage development of brownfields and other underutilized or vacant properties.						
2.5.1	1. Improve the City's approach toward preparing brownfields for development by creating and utilizing a goals-achievement matrix (GAM) to prioritize remediation projects.	OPED			Create and utilize a goals-achievement matrix (GAM) to prioritize brownfield remediation projects throughout the city.		
2.5.2	2. Explore the creation of a Brownfield Land Bank, pursuant to CT Public Act 17-214, to acquire, manage, clean up, and reposition brownfield sites for redevelopment on behalf of the City.	OPED	CT-DECD, MetroCOG		Work with the Connecticut DECD to analyze the potential costs and benefits of a local or regional Brownfield Land Bank for the City of Bridgeport.	Coordinate with MetroCOG and surrounding towns to analyze the feasibility of combining a regional Brownfield Land Bank with a potential regional land trust.	
2.5.3	3. Explore the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use.	OPED	Tax Assessor		Conduct a study of the feasibility and impacts of switching to a land-value based taxation system to incentivize the development of vacant or underdeveloped parcels to their highest and best use.		
2.5.4	4. Support the continued environmental clean-up and reuse of the Remington Woods/Lake Success Property in ways that advance the conservation of, and access to, this urban forest.	OPED	Property Owners, Environmental Non-Profits		Revise zoning to better protect the urban forest and provide incentives for conservation on the property.		
2.5.5	5. Support the redevelopment of the former Remington Arms property on Barnum Avenue and the Bridgeport Brass industrial condominiums on Housatonic Avenue.	OPED	Property Owners		Evaluate and complete remediation that the City is responsible for.	Secure site control through coordination with other ownership interests.	Market the sites as redevelopment opportunities.

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.6	Goal 6: Continue to promote the growth of the arts and entertainment industry that includes an economically viable local arts and culture industry.						
2.6.1	1. Support entertainment venues with public investment in adjoining public spaces (e.g. Improve lighting and facilitate public art in the public right of way).	OPED	DPF		Work with entertainment venue operators to identify the infrastructure improvements that would most support their operations.	Develop strategies and priorities for implementing improvements.	
2.6.2	2. Enhance connectivity between important entertainment, recreation, and arts venues (e.g. Facilitate improvements to underpasses in Downtown).	OPED	DSSD		Work with entertainment venue operators to coordinate public infrastructure investments to meet City design standards and achieve connectivity goals with any infrastructure improvements.		
2.6.3	3. Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural groups.	OPED	Mayor's Office, Non-Profits		Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural		
2.6.4	4. Work with the arts community to establish an Arts & Culture Commission.	OPED	Mayor's Office, Non-Profits		Work with the arts community to establish an Arts & Culture Commission.		
2.6.5	5. Work with the arts community to identify and facilitate development in Arts Districts to encourage the growth of existing centers for arts and culture in Bridgeport.	OPED	Non-Profits		Work with the arts community to identify and facilitate development in Arts Districts to encourage the growth of existing centers for arts and culture in Bridgeport.		
2.6.6	6. Establish a Percent for Art program to fund public art and support the local arts community.	OPED	Non-Profits		Establish a Percent for Art program to fund public art and support programs that support the local arts community.		
2.7	Goal 7: Better leverage the economic benefits of anchor institutions in Bridgeport.						
2.7.1	1. Help to implement the RPA Anchor Opportunity Network Strategy Action Plan (2018).	OPED	RPA, MetroCOG		Convene a meeting with the regional planning organizations.	Identify implementation actions for the City with input from the regional planning organizations.	
2.7.2	2. Increase coordination among and between local anchor institutions (higher education, hospitals, major land holders, and financial institutions) and the City to improve mutual understanding of business plans and operating environments.	OPED	Anchor institutions		Convene City and anchors in both group meetings and one-on-one meetings to learn more about each other.	Convene regular meetings to maintain communication and relationships.	
2.7.3	3. Support anchor institutions with public investment in infrastructure improvements and adjacent public space improvements.	OPED	DPF		Work with anchor institutions to identify the infrastructure improvements that would most support their operations.		
2.7.4	4. Enhance connectivity between anchor institutions and centers of activity, commerce, and transportation through public investment and public-private partnerships.	OPED	Anchor Institutions, DPF - Engineering		Work with anchor institutions to coordinate public infrastructure investments to meet City design standards and achieve connectivity goals with any infrastructure improvements.		
2.7.5	5. Explore incentive programs to encourage anchor institution employees to live in Bridgeport.	OPED	Anchor Institutions		Conduct a study of tax incentives, fee reductions, or other incentives to encourage anchor institution employees to live in Bridgeport.	Encourage anchor institutions to adopt policies that incentivize their employees to live in Bridgeport.	
2.7.6	6. Explore incentive programs to encourage anchor institutions and their employees to use Bridgeport businesses for goods and services.	OPED	Anchor Institutions, Chamber of Commerce		Work with anchor institutions to identify areas where the City might be able to provide incentives in exchange for commitments to use Bridgeport businesses for goods and services.	Encourage anchor institutions to adopt policies that incentivize their employees to use Bridgeport businesses for goods and services.	

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.8	Goal 8: Support the growth of innovative and start-up businesses.						
2.8.1	1. Support the growth of 'small-batch' manufacturing businesses.	OPED			Change zoning regulations, where appropriate, to allow for small-batch manufacturing, including artist studios, as-of-right.		
2.8.2	2. Promote flexible space development opportunities through changes in zoning regulations.	OPED			Update zoning to allow for mixed industrial uses and building practices that allow for the development of flexible spaces with multiple uses.		
2.8.3	3. Increase coordination with, and the promotion of, existing business incubation centers.	OPED	Chamber of Commerce		Convene a semi-annual meeting of Bridgeport business incubators, University Business and Entrepreneurship programs, business groups, and OPED to discuss the state of entrepreneurship, incubators, and new developments that might be promoted.		
2.8.4	4. Support the development of live-work spaces.	OPED			Change zoning regulations, where appropriate, to allow for the development of live-work spaces as-of-right.		
2.8.5	5. Coordinate with entrepreneurship programs in higher education institutions and other programs supporting entrepreneurship.	OPED	Higher Education Institutions, Chamber of Commerce		Convene a semi-annual meeting of Bridgeport business incubators, University Business and Entrepreneurship programs, business groups, and OPED to discuss the state of entrepreneurship, incubators and new developments that might be promoted.	Submit annual questionnaire to the entrepreneurs regarding the business conditions in Bridgeport and any programmatic challenges; follow up with a meeting.	
2.8.6	6. Support Bridgeport Innovation Place initiatives not otherwise mentioned.	OPED	Bridgeport Innovation Place Team		Coordinate with the Bridgeport Innovation Place team during implementation of the POCD to make sure the City is assisting with BIP implementation.		
2.9	Goal 9: Promote the growth of the advanced manufacturing industry.						
2.9.1	1. Promote partnerships with local academic technical programs at Housatonic Community College, the University of Bridgeport and other institutions to grow the labor force for advanced and precision manufacturing.	OPED	Technical Schools, Higher Education Institutions		Convene a semi-annual meeting of Bridgeport precision manufacturing businesses, engineering, machinist, and other related local higher education programs and OPED to discuss potential coordination.		
2.9.2	2. Promote infill redevelopment by new manufacturing businesses.	OPED	BEDCO		Ensure that bulk zoning regulations allow for the development of new manufacturing businesses where desired.		
2.9.3	3. Change zoning regulations to allow for small-batch and low-impact manufacturing in more areas throughout the city.	OPED			Identify new areas throughout the city where small-batch, low-impact manufacturing uses may be complimentary; update zoning to allow those uses.		

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.10	Goal 10: Maintain a labor force that can support the growth of new businesses and industries in the city.						
2.10.1	1. Work with the Board of Education to expand occupational and vocational education programs to better prepare students for jobs or specialized higher education programs.	BOE	OPED		Convene a meeting between the City, the BOE, Universities and related non-profits to discuss ways to collaborate, and to identify gaps.		
2.10.2	2. Work with local universities to improve conduits from Bridgeport schools to the universities and to develop and expand programs that contribute to a skilled and capable labor force.	BOE	Higher Education Institutions		Convene a meeting between the City, the BOE, Universities, and related non-profits to discuss ways to collaborate, and to identify gaps.		
2.10.3	3. Work with State technical schools to ensure efficacy of programs, and space to accommodate student population.	OPED	Technical Schools		Invite CTECS to a semi-annual meeting of Bridgeport precision manufacturing businesses, engineering, machinist, and other related local higher education programs and OPED to discuss ways to collaborate, and to identify gaps.		
2.10.4	4. Promote increases in continuing adult education opportunities.	DHSS	Workforce Development Board, OPED		Reach out to adult education services to discuss collaboration for expansion, including the provision of City-owned space, like libraries and community centers, for class space.		
2.10.5	5. Ensure education opportunities are available for the reentry population.	DHSS	BOE, Reentry Programs		Engage with REO in the US Department of Labor to advise on increasing opportunities for reentry employment within the public workforce system.	Work with employment and workforce development non-profits to assist in expanding services and resources available to reentry job seekers.	
2.10.6	6. Engage private companies in establishing training and apprenticeship programs.	OPED	BRBC		Work with the BRBC, chambers of commerce, and other business organizations to open communication with local technical schools and higher education institutions regarding internship and apprenticeship.		
2.10.7	7. Work with existing labor force development organizations like Career Resources to promote and expand programs that connect the labor force with training opportunities.	OPED	Workforce Development Board, Technical Programs		Meet with organizations to understand their programs and existing limitations.	Work with organizations to identify areas that the City can assist in.	

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.11	Goal 11: Support housing development and housing reinvestment as a strong contributor to Bridgeport's economy.						
2.11.1	1. Update the City's zoning to be more user friendly and to allow for the development of a variety of housing options throughout Bridgeport.	OPED			Rewrite the City's zoning code to allow for the development of a variety of housing options throughout Bridgeport.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.	
2.11.2	2. Streamline the City's housing development permitting and licensing processes to be efficient, effective, and expeditious.	Mayor's Office	OPED		Implement integration of permit software. Evaluate the status of concentrated public housing developments in Bridgeport and work with Park City Communities to shift policy toward integrating public housing within mixed-income communities.	Review the permitting system to make adjustments as necessary to ensure goal of streamlined permitting is achieved.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.
2.11.3	3. Encourage the integration of subsidized housing within mixed-income communities, with the goals of improving quality of life for residents and stimulating residential construction.	Park City Communities	OPED			Partner with Park City Communities to develop public housing units throughout Bridgeport and within mixed-income developments and communities. Maintain regular contact with local real estate developers and request assistance in evaluating the market to identify and track the economic factors preventing market rate development from being viable in Bridgeport.	Consider an inclusionary zoning policy to ensure creation of subsidized housing units throughout Bridgeport and among mixed-income developments and communities.
2.11.4	4. Pursue policies that encourage the economic viability of developing market-rate housing without government subsidy.	OPED			As part of project evaluation, ensure that the interest that the City has in encouraging market-rate development is accounted for.	2020.	
2.11.5	5. Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages.	OPED	Non-Profits, Lenders		Convene appropriate parties to identify barriers, real and perceived, for lenders and for borrowers.	Develop strategies to remove barriers and increase lending and equal access to home mortgages.	
2.12	Goal 12: Promote the growth of the energy industry in Bridgeport, with a focus on green energy generation.						
2.12.1	1. Prioritize the purchase of energy generated by local, green energy suppliers to meet municipal energy demands.	Sustainability Coordinator	OPED		Establish a policy that memorializes the City's preference for purchasing power from local green energy suppliers whenever possible.		
2.12.2	2. Explore the feasibility of committing to a 100% green energy consumption policy.	Sustainability Officer	OPED		Assemble city experts and local partners to conduct a study and subsequent report on the feasibility of committing to a 100% green energy consumption policy.		
2.12.3	3. Work with existing energy generators to support the generation of green energy in Bridgeport.	OPED	Energy Companies		Engage with the energy generation companies in the City to understand their business challenges and assist where possible in promoting their growth in Bridgeport.		
2.12.4	4. Continue to assist in the growth of energy co-generation initiatives, energy improvement districts (EIDs) through regulatory reform, and guidance regarding existing regulations.	OPED	Sustainability Coordinator		Create a strategy for marketing co-generation opportunities and opportunities for business development in EIDs to guide outreach.	Actively recruit co-generation and clean energy industry businesses to Bridgeport.	

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.13	Goal 13: Increase the marketing of business and real estate development opportunities in Bridgeport.						
2.13.1	1. Develop a marketing and branding campaign for Bridgeport.	Communications Office	OPED		Develop a marketing and branding campaign for Bridgeport.	Update marketing and branding campaign at least every 5 years.	
2.13.2	2. Increase promotion of development incentive programs such as Bridgeport's Opportunity Zones, Enterprise Zones, and Tax Incentive Development Program.	OPED	BRBC, BEDCO		Work with BRBC, Business Organizations, DSSD to promote existing business incentive programs in Bridgeport.		
2.13.3	3. Attend various business forums and conferences throughout CT and North America to promote Bridgeport and develop business contacts.	OPED	BRBC		Organize regional entities to jointly attend various business forums and conferences. Meet with banks to discuss approaches for helping them reduce their inventories of foreclosed housing.		
2.13.4	4. Work with banks to reduce their inventories of foreclosed housing.	OPED	Banks				
2.14	Goal 14: Regain commercial airline service at Sikorsky Airport and continue to support corporate, private, and general aviation.						
2.14.1	1. Make safety improvements to Sikorsky Airport as recommended by the 2019 Airport Master Plan and the 2015 GBRC Regional Transportation Plan.	DPF - Sikorsky Airport			Make safety improvements to Sikorsky Airport as recommended by the 2019 Airport Master Plan and the 2015 GBRC Regional Transportation Plan.		
2.14.2	2. Maintain the existing pavement, utilities, equipment, and building infrastructure by performing necessary rehabilitation or upgrades.	DPF - Sikorsky Airport			Maintain the existing pavement, utilities, equipment, and building infrastructure by performing necessary rehabilitation or upgrades.		
2.14.3	3. Develop new aeronautical and aviation-support facilities.	DPF - Sikorsky Airport			Develop new aeronautical and aviation-support facilities.		
2.15	Goal 15: Lead the effort to build a new train station in East Bridgeport ("Barnum Station") with accommodations for high speed trains and position the area for redevelopment.						
2.15.1	1. Secure funding for the construction of the East Bridgeport Train Station (also called "Barnum Station").	OPED	MetroCOG, RPA		Identify and evaluate various public-private partnership options with CTDOT and other partners.	Work with leaders of other Connecticut cities, as well as with the RPA and MetroCOG, to advocate for rail infrastructure improvements and consideration of strategies such as TREX and those in the 4th Regional Plan. Adopt design standards for the district that minimize conflict with existing communities and establish an identifiable aesthetic for new construction, including any improvements to the right of way.	Work with the local and regional legislative delegations to advocate for state financing for the train station construction project.
2.15.2	2. Revise zoning in proximity of the planned East Bridgeport train station (also called "Barnum Station") to encourage the development of a mixed-use, transit oriented district.	OPED			Revise zoning in proximity of the planned Barnum Station to encourage high job and residential density development in proximity of the train station.		
2.15.3	3. Encourage the marketing of 889 Barnum Ave as a development site for institutional or corporate campus development, with an emphasis on creating a regional job center.	OPED			Create a strategy for advertising 889 Barnum as a potential development site for an institutional or corporate campus that considers widely-used corporate and institutional site selection criteria.		

	Bridgeport has a Robust Economy Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
2.16	Goal 16: Review how State PILOT programs impact Bridgeport's tax base and address the challenges of tax-exempt properties.						
2.16.1	1. Work with Bridgeport's legislative delegation to lobby the State for full payment of existing PILOTs and consideration of other policies that would allow Bridgeport to increase compensation for State imposed forgone property taxes.	OPED	Legislative Delegation		Work with Bridgeport's legislative delegation to lobby the State for full payment of existing PILOTs and consideration of other policies that would allow Bridgeport to increase compensation for State imposed forgone property taxes.		
2.16.2	2. Track the amount and percentage of agreed upon PILOT payments that are received by the City annually.	Finance Department	OPM		Track the amount and percentage of agreed upon PILOT payments that are received by the City annually.		
2.16.3	3. Consider additional City policies that could reduce burden of foregone tax revenues and are allowed by State statute.	OPED	Finance Department, OPM		Consider additional City policies that could reduce burden of foregone tax revenues and are allowed by State statute.		

	Bridgeport is an Equitable City Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.1	Goal 1: Institute policies that encourage a diversity of housing types across neighborhoods to maximize choice for people of all economic and social circumstances.						
3.1.1	1. Stabilize housing cost by supporting the development of new units for sale and rent at all price points.	OPED			Rewrite the City's zoning code to remove barriers for development of diverse housing stock.	Engage the housing development community as to how the City can most effectively support their efforts.	Develop policies outlining the desired number of housing units, types of units, distribution, etc.
3.1.2	2. Encourage mixed-income housing development near transportation resources and job centers to reduce the commuting burden and promote integrated communities.	OPED			Develop City policy to require mixed-incomes in housing developments.	Ensure zoning standards accommodate denser housing options near transportation resources and job centers during the next zoning rewrite.	
3.1.3	3. Support the preservation of existing subsidized housing units and the integration of subsidized housing units within mixed-income developments.	OPED	Park City Communities Health & Fire Departments, Park City Communities		Create comprehensive database of all subsidized housing units in Bridgeport. Work with Park City Communities to develop strategies to routinely and consistently inspect every rental unit to ensure minimum standards are met.	Conduct reviews of subsidized housing unit database to ensure income restrictions are being adhered to.	Enact City policy of mixed-income housing developments to ensure dispersion of subsidized housing units throughout Bridgeport and among mixed-income development projects.
3.1.4	4. Ensure high quality of subsidized housing units throughout the city.	OPED				Resume consistent Housing Code and Fire Marshall inspection of all rental units, beginning with subsidized units.	
3.1.5	5. Work with MetroCOG and surrounding towns to promote a regional approach to the provision of affordable housing.	OPED	MetroCOG		Convene and facilitate regional discussion of housing.	Develop regional strategies.	Support implementation of regional strategies.
3.1.6	6. Coordinate with housing advocates and related Non-Profits to explore interest in establishing a Community Land Trust.	MetroCOG	Supportive Housing Works, OPED		Identify and convene a meeting of housing advocates and related Non-Profits to explore interest in establishing a Community Land Trust.	Research best practices in Housing Land Trusts.	
3.1.7	7. Continue to support the use of Community Development Block Grant (CDBG), HOME, and Low-Income Housing Tax Credits (LIHTCs) to rehabilitate housing.	OPED			Develop policies outlining how CDBG, HOME, and LIHTC funds will be used that best achieve the City's goals and leverage resources.	Continue the use of Community Development Block Grant (CDBG), HOME, and Low-Income Housing Tax Credits (LIHTCs) to rehabilitate housing.	Work with the State delegation to lobby for the maintenance of existing LIHTC funding levels, plus inflation.

Bridgeport is an Equitable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.2	Goal 2: Ensure that all residents have an opportunity to thrive economically.						
3.2.1	1. Increase resident access to living wage employment opportunities.	OPED	Small & Minority Business Office		Work with City departments including the Small and Minority Business Office and community organizations to determine a set of principles for the creation of "Contracts with the City" - that include local hiring minimums- for businesses that receive public assistance.	Develop business attraction and development policies which include consideration of preference of the types of jobs and salaries being created.	
3.2.2	2. Provide opportunities for residents at all income levels to access the education and/or training necessary to enter skilled jobs.	WorkPlace	HCC / UB / Sacred Heart, Non-Profits		Reach out to adult education services to discuss collaboration for expansion, including the provision of City-owned space, like libraries and community centers, for class space.	Work with employment and workforce development non-profits to assist in expanding services and resources available to reentry job seekers.	
3.2.3	3. Partner with and support the expansion of existing programs that foster financial empowerment and job training for people with disabilities.	Kennedy Center	Goodwill, Non-Profits		Work with employment and workforce development non-profits to assist in expanding services and resources available for people with disabilities.		
3.2.4	4. Partner with and support the expansion of programs to encourage youth-empowerment through career education and financial literacy to generate upward mobility, reduce child poverty, and break poverty cycles.				BOE	Library, Non-Profits	
3.2.5	5. Provide adequate support to Bridgeport's self-employed, start-ups, and other small businesses.	OPED	Small & Minority Business Office, Bridgeport Innovation Places Team		Create resources that guide businesses through the City's permitting and licensing processes.	Convene a semi-annual meeting of Bridgeport business incubators, University Business and Entrepreneurship programs, business groups, and OPED to discuss the state of entrepreneurship, incubators, and new developments that might be promoted.	
3.2.6	6. Take measures aimed at reducing the existing wealth gap between residents and neighborhoods, and between Bridgeport and the region.	OPED	Small & Minority Business Office, BOE		Support ladders of opportunity by evaluating the absence of determinants of economic success in Bridgeport.	Work with the SMB Office to ensure local and minority businesses are given a fair chance to win local government contracts.	Meet with the BOE and youth focused non-profits to ideate strategies to increase equitable access to determinants of success for all of Bridgeport's youth.
3.2.7	7. Work towards increasing wages in lower-wage occupations.	OPED			Work with Council to advocate for adopting a citywide livable minimum wage.		
3.2.8	8. Work with housing non-profits to promote and expand the City's first-time homebuyer program.	OPED	Non-Profits Non-Profits / Banks, Community Groups / Faith Organizations		Assess existing program to determine effective means of developing a more robust program.		
3.2.9	9. Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages.	OPED			Convene appropriate entities for discussion on equal access to home mortgages.	Develop strategies to increase lending.	
3.2.10	10. Work with local universities to relieve housing demand pressures caused by students in Bridgeport's neighborhoods.	OPED	Sacred Heart / UB / Fairfield U		Meet with each university to discuss their student housing issues and policies and City's issues.	Develop shared strategies to address issues.	

	Bridgeport is an Equitable City Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.3	Goal 3: Encourage growth and development that is sensitive to the potential for gentrification.						
3.3.1	1. Encourage the development of mixed-income communities.	OPED			Provide zoning and tax incentives for the provision of affordable housing within market rate housing developments.	Develop policy goals specifying the desired number of affordable housing units, types of units, distribution, etc.	Consider an inclusionary zoning policy.
3.3.2	2. Enact anti-displacement policies, such as eviction and foreclosure prevention, and homeownership support, to ensure future development does not price out existing communities.	OPED	Non-Profits		Develop policies to support eviction and foreclosure prevention to mitigate impacts of gentrification on existing residents.	Create and fill a full time Fair Housing staff position.	
3.3.3	3. Work with housing non-profits to promote and expand their homeowner foreclosure prevention program.	OPED	Bridgeport Neighborhood Trust, Non-Supportive Housing Works, Partnership for Strong Communities		Assess existing program to determine effective means of developing a more robust program.		
3.3.4	4. Explore the feasibility of establishing a Housing Trust Fund to maintain affordable housing.	OPED			Research successful programs in comparable cities.	Research and report on the feasibility and desirability of establishing a Housing Trust Fund or Land Trust.	
3.3.5	5. Promote inclusive growth strategies that address the racial, income, health and educational disparities in Fairfield County that impact residents in the Bridgeport region.	OPED	DHSS, Members of ODFC		Work with the State, state-wide policy organizations, local policy/advocacy organizations to address the widening opportunity gap which negatively impacts the region economy and disproportionately affects minority, low-income and disadvantaged households.	Develop appropriate policies and strategies to narrow opportunity gaps.	
3.4	Goal 4: Ensure that everyone has access to infrastructure necessary to support a high quality of life including public transportation and parks and recreation centers.						
3.4.1	1. Establish and enforce basic quality of life standards across all of Bridgeport's neighborhoods.	OPED	Community Organizations		Work with community leaders to establish a "Bridgeport Bill of Rights" that is an agreement with the City outlining basic quality of life expectations for all neighborhoods.	Develop a guide document of basic standards and ensure every City department understands their role in maintaining the document.	
3.4.2	2. Improve the walkability of neighborhoods and connections between neighborhoods.	OPED	Public Facilities		Identify major barriers that exist between neighborhoods and potential gateways to be focused on for improvement, with the help of community leaders.	Create a connectivity plan to establish connections between neighborhoods through improvements to the public right of way and new infrastructure where necessary.	
3.4.3	3. Work with GBT and Metro-North to improve transportation access and service.	OPED	MetroCOG, GBT / MNR		Convene appropriate entities to discuss needs, and various options both for service improvements and supplemental first/last mile accommodations.	Work with GBT or other service providers to improve first/last mile accommodations and transportation alternatives such as bicycle/scooter sharing or GBT route planning.	Coordinate with the State delegation for Bridgeport to lobby for necessary funding to enhance Metro-North service where needed.
3.4.4	4. Provide City resources such as parks and recreation facilities, libraries, and community centers in areas of need.	OPED	Public Facilities, DHSS		Convene appropriate entities to discuss needs, and various options both for service improvements and supplemental first/last mile accommodations.	Identify high need areas, work with community leaders and non-profits to create a strategy for increasing resources, including evaluating existing locations.	Increase the percentage of residents who live within a five minute walk to a park.
3.4.5	5. Ensure that public facilities and new development are compliant with the Americans with Disabilities Act.	DPF	DPF - Engineering		Assess all public buildings, intersections, parks, and other facilities to ensure compliance with ADA standards.	Create plan to secure funding and implement compliance updates as necessary.	Continue to include departments with ADA compliance responsibilities in design review and continue to place liens on non-compliant developments.

Bridgeport is an Equitable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.5 Goal 5: Ensure that Bridgeport's economically disadvantaged neighborhoods are not disproportionately impacted by environmental hazards and climate change.							
3.5.1	1. Support the Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition project's efforts to create a comprehensive flood protection system throughout the South End.	OPEd	DPF, WPCA		Continue to facilitate meetings between the design team and relevant City departments as design is finalized and becomes a construction project.	Facilitate permitting.	
3.5.2	2. Prioritize the creation of neighborhood-specific coastal resiliency plans for economically disadvantaged neighborhoods.	OPEd	NRZs		Review Bridgeport's 2019 Natural Hazard Mitigation Plan for neighborhood specific items.	Present neighborhood specific information to NRZs for their input.	Work with Resilient Bridgeport, MetroCOG, DEEP, and neighborhood groups to create neighborhood resiliency plans.
3.5.3	3. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	EOC			Create an ordinance that requires regularly updated hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	Track and enforce the creation of required hazard mitigation plans.	Monitor compliance with update requirements.
3.5.4	4. Work with CT DEEP and local operators of Title V air emission source facilities to assure that local facilities are in compliance or actively taking measures to comply with air quality standards.	Sustainability Coordinator			Work with CT DEEP and local operators of Title V air emission source facilities to assure that local facilities are in compliance or actively taking measures to comply with air quality standards.		
3.6 Goal 6: Provide quality education opportunities for all schoolchildren and adults interested in completing or furthering their education.							
3.6.1	1. Expand and improve on early childhood education by providing quality Pre-K and educational childcare opportunities.	BOE	Non-Profits		Work with youth non-profits to determine how the City can support Pre-K and educational childcare efforts.	Convene appropriate entities to discuss existing programs and possible gaps. Collaborate with the BOE to identify resources for introducing more career education and financial literacy programs into the curriculum and expand programs in libraries and community centers.	Develop strategies to strengthen programs and fill gaps.
3.6.2	2. Provide career-oriented educational and extra-curricular activities through public schools, libraries, and community centers.	BOE	Bridgeport Libraries, Non-Profits		Convene a meeting between the City, the BOE, Universities and related non-profits to discuss ways to collaborate, and to identify gaps.		
3.6.3	3. Improve school facilities through capital investments to address the capacity and functionality of public schools.	DPF	BOE		Develop maintenance and capital improvement schedule for each facility.		
3.6.4	4. Increase science, technology, engineering, arts, and math (STEAM) learning opportunities.	OPEd	BOE, Higher Education Institutions		Convene a meeting between the City, the BOE, Universities, and related non-profits to discuss ways to collaborate, and to identify gaps.	Work with the Discovery Museum to promote free STEM programming for Bridgeport youth.	Facilitate coordination between the BOE and local institutions of higher learning to encourage exposure thorough programming like field trips, guest lectures, and mentorship opportunities for local students.
3.6.5	5. Work with local colleges to expand scholarship and financial assistance programs for Bridgeport residents.	BOE	Higher Education Institutions		Work with local colleges to expand scholarship and financial assistance programs for Bridgeport residents.		
3.6.6	6. Foster community-based learning for adults and the reently community.	DHSS	Non-Profits, Bridgeport Libraries		Reach out to adult education services to discuss collaboration for expansion, including the provision of City-owned space, like libraries and community centers, for class space.		

Bridgeport is an Equitable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.7 Goal 7: Ensure that the City's governance is equitable.							
3.7.1	1. Ensure transparency in municipal planning and decision-making processes.	CAO	OPEd		Develop an open data infrastructure that will integrate Energov.	Adopt policies to guide overall decision-making which include standards for transparency and equity, especially when providing subsidies or reducing tax income.	Work to implement APA best practices in community outreach and transparency when undertaking planning efforts.
3.7.2	2. Ensure that explanations of important municipal processes are accessible to the public and can be easily understood.	CAO	OPEd		Improve digital content to make planning information both easier to access and easier to interpret.	Develop a simple, multi-lingual, guide sheet for the public which outlines how and when the public can participate in various government processes and distribute widely.	Begin regularly videotaping public meetings and hearings, live stream when possible, and make video and transcripts available online in a timely and consistent manner.
3.7.3	3. Evaluate programs and practices to ensure compliance with Title VI of the Civil Rights Act that prohibits exclusion, denial of benefits, or discrimination under any program or activity based on gender, race, color, or national origin.	CAO			Dedicate a staff position to audit programs and services in every department to ensure full accessibility and usage of programs and services.		
3.7.4	4. Ensure planning and decision-making processes include under-represented communities.	OPEd			Ensure planning and decision-making processes include under-represented communities.		
3.7.5	5. Encourage diverse participation, with a focus on disadvantaged communities, in City government and on its boards and commissions.	Mayor's Office	CAO, OPEd		Encourage diverse participation, with a focus on disadvantaged communities, in City government and on its boards and commissions.	Create policies that promote the identification of, and active outreach to, under-represented communities for various decision making and planning processes in the City.	
3.7.6	6. Empower and allow for marginalized and underserved communities to make impactful decisions towards their future.	Mayor's Office	OPEd, DHSS		Provide specialized information and opportunities to marginalized and underserved communities to afford them the ability to make impactful decisions towards their future through community organizations.	Explore the feasibility of making educational presentations to the community about the technical aspects of government decision-making, including: budgets, capital plans, grant requirements, constraining federal or state regulations, etc.	
3.7.7	7. Improve government efficiency and consistency to improve equity for employees and the public.	CAO	Mayor's Office, ITS		Ensure all City employees are trained for and meet qualifications for their positions.	Establish succession plans for each City department to ensure continuity of programs, services, and knowledge base as employees leave.	Create and maintain shared databases for interdepartmental use.
3.8 Goal 8: Ensure that the City's employees, teachers, and public safety personnel are socially engaged with the community.							
3.8.1	1. Encourage City employees to live in Bridgeport.	OPEd	Non-Profits		Explore the feasibility of employing strategies to encourage City employees to live in Bridgeport, including housing and tax-incentives.	Examine the costs and benefits of a resident requirement for some or all City employees and produce a report or memo.	
3.8.2	2. Provide opportunities for City employees to engage with the community outside of their professional roles.	Mayor's Office	Non-Profits		Provide opportunities for City employees to engage with the community outside of their professional roles.	Develop a program which allows employee groups to volunteer a certain number of hours per year to specific non-profit organizations or programs.	

	Bridgeport is an Equitable City Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.9	Goal 9: Protect vulnerable populations such as the economically disadvantaged, racial and ethnic minorities, those with alternative lifestyles, low-income children, the elderly, the homeless, and those with chronic health conditions including severe mental illness.						
3.9.1	1. Ensure that the public safety system actively protects vulnerable populations and addresses issues that disproportionately impact those populations.	DHSS	Police / Fire / EMS, Non-Profits		Ensure that the public safety system actively protects vulnerable populations and addresses issues that disproportionately impact those populations.	Convene public safety leaders to discuss needs of vulnerable populations.	Develop methods for public safety system to protect and serve the vulnerable population.
3.9.2	2. Provide services and community spaces for the LGBTQ+ community.	DHSS			Work with regional non-profits and activist organizations to plan for expanded services and spaces for the LGBTQ+ population in Bridgeport.		
3.9.3	3. Improve immediate response to homelessness and eliminate long term homelessness by ensuring that all people experiencing homelessness are placed in housing within 30 days.	Opening Doors Fairfield County	Supportive Housing Works, Members of ODFC		Identify and engage all people experiencing homelessness as quickly as possible and provide immediate access to low barrier emergency shelter or other temporary accommodations to all who need it.	Work with the State to achieve the elimination of homelessness in Connecticut by encouraging statewide and regional approaches.	Identify weaknesses and gaps in homeless services and address them.
3.10	Goal 10: Ensure that City services are accessible to residents and visitors with limited English proficiency.						
3.10.1	1. Provide translation and interpretation services at City offices that engage with the public.	CAO			Provide translation and interpretation services at City offices that engage with the public.	This can be through staff or a paid translation service such as those used by Optimus Health.	
3.10.2	2. Train City employees that regularly engage with the public to demonstrate competence in interacting with people with limited English proficiency.	Human Resources			Develop an employee training policy for those who regularly engage with the public to ensure competence in interacting with people with limited English proficiency.		
3.10.3	3. Continue to provide print and digital materials in languages commonly spoken in Bridgeport.	CAO			Continue to provide print and digital materials in languages commonly spoken in Bridgeport.	All departments should have access to written / digital translation services.	
3.11	Goal 11: Provide residents with access to services throughout their life.						
3.11.1	1. Provide culturally appropriate services to youth, seniors, and families with young children.	DHSS	Service Providers		Provide telephone based translation services; make available at all City offices that regularly engage with the public.		
3.11.2	2. Provide residents of all ages opportunities to connect and participate in community life and to engage in positive social and civic activities.	DHSS	DPF-Parks		Provide community-center based educational programs and activities.	Expand recreation programs for youth and adults.	
3.11.3	3. Use schools and libraries, in addition to community centers, as community education and gathering centers to stimulate lifelong learning and intergenerational learning.	BOE	Bridgeport Libraries		Meet with Bridgeport Schools and Bridgeport Library to establish potential for the use of schools and libraries as community centers.		

Bridgeport is an Equitable City Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
3.12	Goal 12: Incorporate equity considerations into decision-making across sectors and policy areas in the City.						
3.12.1	1. Ensure that city and state policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process. 2. Work with local communities and the Small and Minority Business Department to identify a list of equity experts who can provide opinions on the equity impacts of proposed policies and present salient equity information that is relevant to other departments.	OPED	DHSS, Mayors Office		Prepare brief presentation of health, equity, and sustainability consequences of various policies.	Prepare simple matrix of health, equity, and sustainability consequences to be used during policy decision-making.	Present to City policy-makers, with refreshers as necessary.
3.12.2		Mayor's Office	Community Groups, SMB		Compile list of appropriate and available contacts.	Familiarize City Departments with the best practices in equitable processes and policies.	Set regular meetings to discuss relevant developments in equitable policymaking that should be presented to City Departments.

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.1	Goal 1: Connect residents to health care resources in the city and region.						
4.1.1	1. Support the success and expansion of the collective impact approach to community well-being through coordination with health and social service agencies. 2. Provide culturally competent guidance to residents regarding health care resources available to all literacy levels, including those with or without insurance, those with Medicare or Medicaid, and undocumented residents.	DHSS			Coordinate with local and regional health and social service agencies to support the collective impact approach to community well-being, by providing guidance, filling in gaps and providing political support when necessary.		
4.1.2		DHSS			Provide cultural competency training to public facing DHSS employees.	Coordinating with the Primary Care Action group (PACG), create and disseminate a consolidated list of local healthcare resources and plan for maintenance of the resource list.	Maintain DHSS employee knowledge of the contents of the healthcare resource list.
4.1.3	3. Facilitate informed decision making by working with health advocacy agencies and organizations to making health information more accessible and empower residents to consume health information.	DHSS	PCAG		Work with health advocacy and community organizations to empower residents through healthcare education and resource provision.		
4.1.4	4. Promote access to and utilization of preventative care services.	DHSS			Include preventative care section in the health resources guide.	Discuss with BOE the inclusion of preventative care information and methods in health and life skill related curriculum.	
4.1.5	5. Work with health care providers to improve access to prenatal care.	DHSS	Women's Services Organizations, Healthcare Providers		Work towards increasing information provided to women about obtaining health care coverage that includes coverage for maternity and newborn care services, including pregnancy related Medicaid.	Meet with health care providers to discuss barriers to prenatal care access and identify solutions.	
4.1.6	6. Work with immigrant advocacy organizations to improve undocumented resident access to health care.	DHSS	Non-Profits		Work with immigrant advocacy groups and in preparation of health resources guide to ensure inclusion of resources available to undocumented residents.	Work with immigrant advocacy groups to identify distribution methods and partners that could help connect undocumented residents to the health resources guide.	
4.1.7	7. Ensure that local healthcare providers are providing services aligned with the needs of the community.	DHSS	Healthcare Providers, Community Groups		Meet with health care providers to discuss the potential for an outreach campaign that allows for community members to ask questions and provide feedback to both the City and healthcare providers.		

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.2 Goal 2: Promote a well-connected and coordinated public and private healthcare system that includes ancillary health organizations.							
4.2.1	1. Encourage the creation of a community healthcare network that expands healthcare services for low-income and uninsured residents.	DHSS			Meet with the DHSS, Bridgeport Prosper, and community healthcare providers to discuss the creation of a community healthcare network that expands healthcare services for low-income and uninsured residents.	Determine how the City can provide resources to assist with the creation of a community healthcare network.	
4.2.2	2. Create and disseminate a consolidated list of local healthcare service providers, and plan for maintenance of the resource list.	DHSS			Create and disseminate a consolidated list of local healthcare service providers, and plan for maintenance of the resource list.		
4.2.3	3. Work with local employers to provide incentives for making healthy lifestyle decisions, including increased physical activity.	DHSS	PCAG, CT-DPH		Work with local employers in Bridgeport to encourage increased incentives for healthy lifestyle choices through their organizations.	Seek out and pursue grants at the State and Federal levels that could bolster the incentive programs of employers.	
4.2.4	4. Work with local stakeholders to collect and analyze community health data based on Healthy People 2020 Leading Health Indicators and produce a community health assessment.	DHSS			Identify community partners and City departments to assist with data collection.	Work with local stakeholders to collect and analyze community health data based on Healthy People 2020 Leading Health Indicators and produce a community health assessment.	
4.2.5	5. Create and implement a 3-year community health improvement plan for Bridgeport.	DHSS			Create and implement a 3-year community health improvement plan for Bridgeport.		
4.2.6	6. Increase the number of Bridgeport health and social service agencies that have adopted and taken steps to implement National Culturally and Linguistically Appropriate Services (CLAS) Standards.	DHSS			Conduct an assessment of the status of CLAS standard adoption by contacting health and social service agencies.		
4.3 Goal 3: Ensure that residents are connected with adequate social services to serve their needs.							
4.3.1	1. Conduct an audit of existing social services, both public and private, and identify areas of need.	DHSS			Conduct an audit of existing social services, both public and private, and identify areas of need.		
4.3.2	2. Encourage the creation of a centralized network of private and public social advocacy and service	DHSS	PCAG		Outline role of centralized network.	Convene appropriate entities to participate. Create and disseminate a consolidated list of	
4.3.3	3. Create and disseminate a consolidated list of local social service providers.	DHSS			Provide cultural competency training to public-facing DHSS employees.	local social services and plan for maintenance of the resource list.	Maintain DHSS employee knowledge of the contents of the healthcare resource list.
4.3.4	4. Provide multilingual guidance that is culturally appropriate, understandable by those of all literacy levels, and created with concern for native speakers to residents regarding social service resources.	DHSS			Provide multilingual written material for visitors to DHSS, and have linguistic services available.		
4.3.5	5. Expand childcare and youth services such as day care services, Pre-K and after-school programs. Make the services more available to residents of all income levels.	DHSS	BOE, Non-Profits		Meet with Bridgeport Schools and local providers to identify feasibility of expanding childcare and youth services.		

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.4 Goal 4: Reduce sexually transmitted disease and teen pregnancy in Bridgeport.							
4.4.1	1. Offer evidence-based health education every year in Bridgeport middle and high schools.	DHSS			In cooperation with experts and non-profit advocacy groups, work with the BOE to encourage evidence-based health education every year in Bridgeport middle and high schools.		
4.4.2	2. Work with community service providers to identify and/or develop evidence-based health education programs for teens and young adults. 3. Increase the number of people, of all genders, who participate in teen pregnancy prevention and healthy sexual relationship evidence-based programs in school or via community healthcare and social service providers.	DHSS			Work with community service providers to identify and/or develop evidence-based health education programs for teens and young adults. Those programs can be incorporated into health education within Bridgeport Schools or provided via those providers.	Work with Grants department to seek funding to support this activity within the DHSS.	
4.4.3	4. Increase the formal linkages between youth-serving partners and community based clinical services to provide quality youth-friendly health services.	DHSS			In cooperation with experts and non-profit advocacy groups, work with the BOE to encourage evidence-based health education every year in Bridgeport elementary, middle, and high schools.		
4.4.4	5. Collaborate with the Board of Education, health and social service providers to create a visible and effective community-wide teen pregnancy and sexually transmitted disease prevention initiative.	DHSS			Convene a meeting between youth-serving partners and community based clinical service providers to discuss strategies for providing quality youth-friendly health services.		
4.4.5					Collaborate with BOE, health providers and social service providers to create a comprehensive strategy for a citywide teen-pregnancy and sexually transmitted disease prevention initiative.		

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.5	Goal 5: Ensure that residents have access to healthy locally grown foods.						
4.5.1	1. Lower the barriers to entry in Bridgeport for people who want to produce and/or sell healthy foods and create economic incentives for businesses to do so.	OPED	Non-Profits OPED, Bridgeport Farmers Market Collaborative + Food Policy		Reform zoning codes to allow for the production of food in Bridgeport in more areas of the City.	Reform and streamline procedures for permitting to reduce time and cost of opening a food production or distribution business in Bridgeport.	Meet with food production and distribution businesses to discuss what incentives could be provided to encourage more healthy food options to be produced or offered for sale.
4.5.2	2. Expand the role of farmers markets and mobile markets as sustainable food sources.	DHSS	Food Policy Council, Non-Profits		Work with Bridgeport Farmers Market Collaborative to discuss ways to expand and increase the number of farmers markets.		
4.5.3	3. Ensure that healthy food options are available in Bridgeport schools at all points of food distribution, including school lunch, vending, snack shops, and bake sales.	DHSS	BOE, Non-Profits		Work with BOE to ensure that healthy food options are available in Bridgeport schools at all points of food distribution, including school lunch, vending, snack shops, and bake sales.		
4.5.4	4. Increase awareness of fresh food outlets offering healthy, fresh food in Bridgeport.	DHSS	Food Policy Council, Non-Profits		Work with health advocacy organizations to inventory all fresh food outlets in Bridgeport and plan to maintain the list.	Work with community groups, healthcare and social services providers and the BOE to advertise and distribute list of fresh food outlets.	Partner with health advocacy organizations to create an online map of fresh food outlets.
4.5.5	5. Increase awareness of, and access to, programs like the USDA WIC and SNAP programs.	DHSS	Non-Profits		Work with community groups, healthcare and social services providers and the BOE to increase awareness of USDA WIC and SNAP programs.	Work with health advocacy organizations to find or create guides for accessing USDA WIC and SNAP programs.	
4.5.6	6. Facilitate collaboration with healthy food providers to include SNAP coverage.	DHSS	OPED		Identify areas of city that lack access to healthy food via SNAP coverage.	Identify providers of health foods that do not participate in SNAP program; encourage and assist those providers in participating in SNAP.	
4.5.7	7. Support the success and expansion of urban gardens throughout the city.	OPED	DHSS, Non-Profits		Create a City staff position tasked with managing and expanding the city's urban gardens.	Provide education and technical assistance to urban gardeners.	
4.5.8	8. Revise zoning ordinance to include sustainable urban agriculture regulations.	OPED			Revise zoning ordinance to include sustainable urban agriculture regulations.		
4.5.9	9. Increase education and awareness regarding sustainable agriculture within the city.	DHSS	Food Policy Council		Work with local urban gardens and BOE to find ways to use urban gardens as a learning tool.	Work with local urban gardens, communications and healthcare non-profits to increase advertisement of sustainable agriculture opportunities in Bridgeport.	
4.5.10	10. Enhance community well-being by increasing productive landscapes.	OPED	DHSS, Food Policy Council		Reform zoning codes to allow for the production of food in Bridgeport in more areas of the City.	Work with Bridgeport Farmers Market Collaborative to discuss ways to expand and in increase the number of farmers markets.	Work with public facilities and non-profits to create a greenways and open space plan for the city.

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.6 Goal 6: Support the needs of all residents to live in a clean environment.							
4.6.1	1. Strengthen the City's anti-blight efforts by expanding on the currently offered CDBG funded small loan program for building repairs.	OPED	DHSS, Non-Profits		Evaluate ways to establish grant and loan programs to assist homeowners with property upkeep and maintenance.	Coordinate with non-profits like Neighborhood Housing Services to create an inventory of all existing programs.	Coordinate to identify gaps in lending and create an action plan to fill gaps.
4.6.2	2. Reduce the number of homes with lead hazards, with a focus on those that house lower income households and households with children.	DHSS	OPED, Non-Profits		Provide information to homeowners about identifying and reducing exposure to lead hazards.	Work with the grants department to seek additional funding for programs to assist homeowners and landlords with lead hazard assessment and elimination.	Work with partners to increase the number of newly constructed or fully rehabilitated housing options for lower income households and households with children.
4.6.3	3. Develop and conduct a city-wide anti-litter campaign and prioritize the removal of litter and debris from public and private property.	DPF			Create more employee capacity to continue to carry out and expand on the existing anti-litter campaign, "Park City Pickin' It Up."	Work with community organizations to increase community support for, and assistance with, implementation of "Park City Pickin' It Up."	
4.6.4	4. Encourage a street or block adoption program to keep streets clean and presentable throughout the year.	DPF			Evaluate and report on the potential of a street or block adoption program, through consultation with community organizations and fiscal impact analysis.		
4.6.5	5. Assist residents and businesses in the disposal of bulk waste.	DPF			Provide a list of bulk waste pick-up services on City website.	Explore benefits of providing limited bulk waste pick-up for residential properties.	
4.6.6	6. Consider implementing a plastic bag ban.	OPED			Create a report on the viability of a plastic bag ban in Bridgeport to be presented to the City Council.		
4.6.7	7. Work with local universities to enforce housing codes and improve communication with students and property owners in adjacent residential neighborhoods.	OPED			Work with local universities to enforce housing codes and improve communication with students and property owners in adjacent residential neighborhoods.		
4.7 Goal 7: Actively manage noise pollution within the city's neighborhoods and residential areas.							
4.7.1	1. Regularly enforce municipal noise ordinances.	BPD			Regularly enforce municipal noise ordinances.		
4.7.2	2. Reduce noise impacts of commercial operations on residences and other noise sensitive uses.	OPED			As part of the land development approvals process, require commercial uses to present a noise analysis with zoning approval applications. NEPA can be used as a guide.		
4.7.3	3. Ensure that cumulative noise impacts do not exceed health-based safety margins.	OPED			Utilize NEPA noise analysis standards in the evaluation of zoning approval applications.		
4.7.4	4. Use traffic calming and traffic management techniques to reduce vehicular noise impacts.	DPF - Engineering	OPED		Identify high-volume traffic corridors that are proximate to residential neighborhoods.	Evaluate risk of noise exposure to residents in high volume traffic corridors and evaluate the feasibility of implementing traffic calming and management in those corridors.	Identify strategies that can be used for street calming under various road conditions, and include this as an element of the Complete Streets Policy.

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.8	Goal 8: Protect and improve air quality.						
4.8.1	1. Work with CT DEEP, CT Department of Housing, and local operators of Title V air emission source facilities to assure that local facilities comply with, or actively taking measures to comply with, air quality standards.	Sustainability Coordinator			Request briefing from CT DEEP on compliance status of facilities. Work with City Engineering Department and Bridgeport Schools to identify measures that can be taken to reduce emissions from City and School buildings.		
4.8.2	2. Continue to reduce carbon dioxide and other noxious emissions to improve air quality.	Sustainability Coordinator					
4.8.3	3. Prioritize tree planting in areas of greatest need as identified in the UVM Spatial Analysis Lab Tree Canopy Assessment Report for Bridgeport and the Nature Conservancy's Eco-Urban Assessment.	DPF	OPED		Prioritize planting of trees in areas of greatest need as identified in the UVM Spatial Analysis Lab Tree Canopy Assessment Report for Bridgeport and The Nature Conservancy's Eco-Urban Assessment.		
4.8.4	4. Promote policies that encourage a shift in transportation modes away from single occupancy vehicles.	Mayor's Office	OPED, DPF - Engineering		Commit to a goal of reducing the percentage of single occupancy vehicles trips in Bridgeport.	Adopt a Complete Streets Policy that requires the consideration of inclusion of bicycle and pedestrian infrastructure for any roadway improvements.	Continue to emphasize dense TOD and corridor development patterns.
4.8.5	5. Collaborate with Greater Bridgeport Transit to continue improving vehicle fuel-efficiency.	OPED	GBT		Work with GBT to request grant funding for upgrading fleet on an ongoing basis.		
4.8.6	6. Update the municipal automobile fleet with alternative fuel and fuel-efficient vehicles.	CAO			Commit to replacing all City vehicles with alternative fuel or hybrid vehicles.		
4.8.7	7. Collaborate with local and regional organizations to educate residences and businesses on energy efficient practices for their homes and buildings.	Sustainability Coordinator			Work with BRBC and community non-profits to disseminate information about home and business energy efficiency best practices.		
4.9	Goal 9: Protect and improve water quality.						
4.9.1	1. Take measures necessary to ensure water standards comply with state minimum requirements for habitat, fishing, and recreational uses.	OPED	Port Authority, Harbor Commission		Determine State water quality goals for all local waterbodies and meet with DPF, Port Authority, Harbor Commission to ensure that the City's plans for waterbody uses is the same as the State's.	Regularly monitor and compare water quality with agreed upon standards.	Take measures to meet and maintain water quality standards where applicable.
4.9.2	2. Manage stormwater runoff through the installation of green infrastructure, including green roofs, rain gardens, and bioswales.	DPF - Engineering	DPF		Continue to enforce requirements related to the creation of green infrastructure as part of private development.	Seek grant funds to help the city pay for additional green infrastructure installations. Collaboration between EOC and the DHSS	Meet MS4 requirements by installing green infrastructure throughout the city.
4.9.3	3. Expand community outreach to ensure all residents are aware when water quality warnings are issued.	EOC	DHSS		Ensure that water quality warnings from the State continue to be distributed to the DHSS and EOC.	to utilize EOC's public notification infrastructure when sending out water quality alerts.	

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.10 Goal 10: Ensure that residents feel safe in the community.							
4.10.1	1. Prioritize Safe Routes to School for lighting improvements, sidewalk repair, streetscapes, and other infrastructure improvements.	OPED	DPF, BOE		Convene Board of Education, Department of Public Facilities, Police, Fire, Engineering, Zoning, and OPED to understand and commit to a Safe Routes to School Program.	Develop appropriate Safe Routes and designate them as such.	Assess improvement needs for each route.
4.10.2	2. Ensure that the public safety system actively protects vulnerable populations and addresses issues that disproportionately impact those populations.	DHSS	Police / Fire / EMS, Non-Profits		Convene public health and safety leaders to discuss needs of vulnerable populations.	Develop methods for public safety system to protect and serve the vulnerable population.	
4.10.3	3. Continue to partner with neighborhood, community, and faith groups, like the NRZs, to create community policing groups, and/or neighborhood block watches.	Community Organizations	Police Department		Identify areas in need of community policing and/or block watches.	Provide support necessary to establish these programs.	
4.10.4	4. Foster a healthy relationship between residents and police by providing transparency in policing decisions, opportunities for community feedback, and opportunities for police personnel to voluntarily engage with the community outside of their professional roles.	Police Department	Community Organizations		Establish an acceptable forum for community input to Police Department policies and decisions.	Identify opportunities for police personnel to effectively engage with the community outside of their professional roles.	
4.10.5	5. Encourage community policing efforts throughout Bridgeport's neighborhoods.	Police Department	Community Organizations		Identify areas that would benefit most from community policing.	Work with community and faith-based groups to support introduction of community policing to the area.	
4.10.6	6. Participate in the Vision Zero campaign to reduce traffic related injuries and fatalities.	Engineering	OPED		Adopt strategies of Vision Zero as part of the Complete Streets program.		
4.10.7	7. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	EOC			Create an ordinance that requires regularly updated hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	Track and enforce the creation of required hazard mitigation plans.	Monitor compliance with update requirements.
4.11 Goal 11: Ensure that the City's employees, teachers, and public safety personnel model healthy behavior for the rest of the community.							
4.11.1	1. Expand on "Lead by Example" health initiatives and incentives for City employees and the general public through the Department of Health and Social Services.	DHSS	Benefits Office		Assess previous initiatives to find most successful programs.	Work in collaboration with health providers to activate new programs and initiatives.	Continue to develop prevention initiatives for the public like the Get Healthy Walk n' Talk.
4.11.2	2. Increase education on the benefits of physical activity and provide incentives for physical activity among City staff.	DHSS	Benefits Office		Build upon successes of previous education and incentive programs.	Develop new programs.	
4.11.3	3. Identify health-based educational and skill-building opportunities for City employees, teachers, and public safety personnel which count towards any existing professional development or continuing education requirements.	DHSS			Contact national health organization to find overlaps in professions.	Work to identify continuing education opportunities to promote locally.	

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.12 Goal 12: Improve access to physical and recreational activities for residents of all ages and capabilities.							
4.12.1	1. Improve and expand bicycle and pedestrian infrastructure throughout the city.	OPED	DHSS, Public Facilities		Assess city streets to determine feasibility of bicycle infrastructure.	Secure funding to implement infrastructure improvements necessary.	Implement infrastructure improvements.
4.12.2	2. Increase access to public parks and recreational spaces in high-need communities.	OPED	Public Facilities, DHSS		Increase the percentage of residents who live within a 5 minute walk to a park.	Assess infrastructure leading to parks and recreational spaces.	Implement infrastructure improvements to ensure sufficient access.
4.12.3	3. Improve programming at public parks and other public recreation spaces to better serve the needs of the community.	Parks Department	DHSS, Non-Profits		Evaluate current programming, identifying programming needs and gaps.	Coordinate with community groups and other recreational service providers to identify gaps in services and programs.	Develop strategies to address needs and gaps.
4.12.4	4. Leverage the physical and mental health benefits of natural resources in areas of high impact, like schools and in-patient healthcare facilities.	DHSS	DPF, Non-Profits		Work with environmental non-profits, BOE, healthcare facilities and others to encourage increased tree planting and other greening strategies.		
4.12.5	5. Create a centralized information tool that provides residents with easy to access information about passive and active recreational opportunities.	DPF	Department / Mayor's Office, Non-Profits		Update Parks website to include links for external recreational organizations.	Update Parks website to include information about each park.	Utilize a community-wide calendar for all parks events.
4.13 Goal 13: Prepare for potential public health emergencies.							
4.13.1	1. Prepare a comprehensive all-hazards public health emergency management plan for acute crises such as the outbreak of infectious disease and extreme weather events.	EOC	DHSS, OPED		Review existing emergency management plans and modify them to include necessary health components if necessary.	Continue to train volunteers who will increase the City's response capacity in the event of a health emergency.	Continue to recruit and train the Medical Reserve Corps for volunteering in the case of a health emergency.
4.13.2	2. Maintain an updated plan for coordination between the City DHSS and the Emergency Operations Center to utilize community notification system in the case of health emergencies.	EOC	DHSS		Review coordination plans for emergency alerts during public health crisis scenarios on a regular basis.		
4.14 Goal 14: Encourage the remediation and redevelopment of brownfields.							
4.14.1	1. Prioritize the remediation of brownfields by developing a goals-achievement matrix (GAM) for remediation projects.	OPED			Identify appropriate matrix criteria.	Implement matrix.	
4.14.2	2. Explore the creation of a Brownfield Land Bank, pursuant to CT Public Act 17-214, to acquire, manage, clean up and reposition brownfield sites for redevelopment on behalf of the City.	OPED	CT-DECD, MetroCOG		Work with the Connecticut DECD to analyze the potential costs and benefits of a local or regional Brownfield Land Bank for the City of Bridgeport.	Coordinate with MetroCOG and surrounding towns to analyze the feasibility of combining a regional Brownfield Land Bank with a potential regional land trust.	
4.15 Goal 15: Encourage risk-reduction strategies related to substance use among residents of all ages.							
4.15.1	1. Identify opportunities to prevent addiction and other potential harms associated with substance use and abuse.	DHSS	RYASAP		Convene appropriate entities to discuss issues.	Develop strategies to address issues.	
4.15.2	2. Offer evidence-based health education every year in Bridgeport elementary, middle, and high schools, which addresses substance use and abuse.	DHSS	RYASAP, BOE		Develop age-appropriate educational program and materials.	Present annually to youth.	
4.15.3	3. Work with community partners to increase community awareness about tools available to manage substance abuse addiction.	DHSS	RYASAP, Non-Profits		Prepare list of tools available.	Develop marketing strategy.	

Bridgeport is a Healthy Community Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
4.16	Goal 16: Incorporate health considerations into decision-making across sectors and policy areas in the City.						
4.16.1	1. Ensure that city and state policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process.	OPED	DHSS, Mayors Office		Prepare brief presentation of health, equity and sustainability consequences of various policies.	Prepare simple matrix of health, equity and sustainable consequences to be used during policy decision-making.	Present to City policy-makers, with refreshers as necessary.
4.16.2	2. Identify a list of experts who can provide expert opinions on the health impacts of proposed policies and present public health information that is relevant to other departments.	DHSS	OPED		Compile list of appropriate and available contacts.	Familiarize City Departments with the Ten Essential Public Health Services framework created by the CDC.	Set regular meetings to discuss relevant developments in public health policy that should be presented to City Departments.
Bridgeport Values Nature Goals and Strategies		Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.1	Goal 1: Protect and restore natural habitats.						
5.1.1	1. Provide adequate land use restrictions on sensitive natural habitats.	OPED	DPF		Create zoning overlays for sensitive natural habitats.		
5.1.2	2. Protect natural biodiversity through the enhancement of native vegetation and removal and control of invasive species in City parks and open space.	DPF	Non-Profits		Work with partners to conduct an invasive species analysis for parks and open space	Work with partners to identify site specific recommendations for local plantings in parks and open spaces.	Work with partners to develop a plantings plan for parks and open spaces.
5.1.3	3. Educate residents about the value of Bridgeport's natural habitats and biodiversity and encourage enhancement through native vegetation cultivation, paired with invasive species control and removal.	DPF	Non-Profits		Work with partners to develop educational materials for residents about native species cultivation and invasive species control/removal.		

	Bridgeport Values Nature Goals and Strategies	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.2	Goal 2: Restore and protect the city's waterfront and waterbodies.						
5.2.1	1. Take measures necessary to ensure water standards comply with state minimum requirements for habitat, fishing, and recreational uses.	WPCA	DPF, CT DEEP		Identify areas of concern and contributing factors.	Develop strategies to address concerns.	
5.2.2	2. Continue to control combined sewer overflows and implement the Long Term Control Plan, particularly through Low Impact Development (LID) and Green Stormwater Infrastructure (GSI).	WPCA	Engineering, OPED		Hold a bi-annual meeting between OPED, WPCA, and Engineering to monitor progress of Long Term Control Plan. Conduct bi-annual check with DEEP regarding available grants and loans from the Connecticut Clean Water Fund.	Develop and implement strategies to address issues.	
5.2.3	3. Continue to work with DEEP to obtain grant and loan funding from the Connecticut Clean Water Fund to reduce combined sewer overflows.	WPCA	Central Grants			Apply for funds as necessary to reduce overflows.	
5.2.4	4. Continue to work with neighboring municipalities to implement the recommendations of the Pequonnock River Watershed Based Plan, The Rooster River Watershed Based Plan, and the Ash Creek Estuary Master Plan.	OPED	DPF		Identify a lead party in each impacted municipality who is involved in land use planning.	Coordinating with MetroCOG, hold an annual meeting with the lead party of each watershed and estuary plan, to report on progress and prioritize annual initiatives. Convene an initial meeting of stakeholders to inventory ongoing and planned projects with impact on the Yellow Mill, and shared interests of stakeholders.	
5.2.5	5. Continue building regional partnerships to develop a multi-partner initiative to restore and redevelop the Yellow Mill Channel.	OPED	Office of the Mayor, Sustainability Coordinator		Identify stakeholders with an interest in the restoration of the Yellow Mill Channel. Continue to enforce stormwater runoff regulations and ensure that local regulations are in line with MS4 goals, as well as State environmental requirements.		Create a strategic plan for the restoration of the Yellow Mill and establishment of the Yellow Mill Greenway.
5.2.6	6. Reduce stormwater runoff and pollution on waterfront properties.	DPF - Engineering	OPED, OPED - Inland Wetlands		Create zoning overlay along Long Island Sound and tributaries requiring open space and riparian buffers.	Prevent polluting uses from locating on the waterfront through land use and development regulations. Implement open space buffers on city owned properties adjacent to the Long Island Sound and tributaries.	Prioritize the remediation of polluted waterfront sites.
5.2.7	7. Require riparian buffers and/or dedicated open space along tributaries that lead to Long Island Sound.	OPED	DPF				
5.2.8	8. Work with property owners to permanently protect more sensitive portions of their properties with conservation easements and/or the purchase/donation of development rights.	OPED	TNC / TPL		Develop a matrix to determine target properties for preservation. Ensure Low Impact Development (LID) standards aligned with best practices for urban centers are included during the next zoning rewrite.	Contact property owners to discuss future plans for their sites.	Consider feasibility of purchasing development rights.
5.2.9	9. Incorporate additional Low Impact Development (LID) standards into the City's zoning code.	OPED	Engineering				
5.2.10	10. Maximize resilience of coastline through living shoreline and other restoration projects to protect residents and property while increasing biodiversity.	OPED	MetroCOG, Non-Profits		Work with MetroCOG to implement a living shoreline project in Johnson's Creek as a pilot project for the city, region, and state.	Work with MetroCOG to prioritize future sites for living shoreline and restoration, using the Coastal Resilience Framework as a guide.	Work with MetroCOG and non-profits like TPL and TNC to identify funding and initiate at least two more P3 shoreline restoration or living shoreline projects.
5.2.11	11. Establish a stormwater utility to implement stormwater impact fees, with provisions for stormwater runoff reduction through green infrastructure installations.	OPED	Engineering, WPCA		Research stormwater impact fee programs in Connecticut and the northeast.	Conduct a fiscal analysis to determine the potential income from a stormwater impact fee.	Examine the feasibility of implementing a stormwater impact fee in Bridgeport.
5.2.12	12. Manage stormwater runoff through the installation of green infrastructure, including green roofs, rain gardens, and bioswales.	Engineering	Non-Profits		Ensure Stormwater Management Manual is up-to-date and stresses green infrastructure options.	Ensure the next zoning regulation rewrite includes clear language on green infrastructure options.	

	Bridgeport Values Nature Goals and Strategies	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.3	Goal 3: Protect and expand the city's urban forest.						
5.3.1	1. Amend the zoning code to require street tree planting and public ROW landscaping for new development proposals.	OPED			Amend the zoning code to require street tree planting and public ROW landscaping for new development proposals.		
5.3.2	2. Prioritize tree planting in areas of greatest need as identified in the UVM Spatial Analysis Lab Tree Canopy Assessment Report for Bridgeport and The Nature Conservancy's Eco-Urban Assessment.	DPF	Non-Profits		Meet with Groundworks Bridgeport, The Nature Conservancy, and DPF to prioritize tree planting areas.		
5.3.3	3. Work in partnership with organizations such as Groundwork Bridgeport and The Nature Conservancy to leverage their capacity and resources to plant new trees and maintain and protect the urban forest.	DPF	Non-Profits		Meet with Groundworks Bridgeport, The Nature Conservancy, and DPF to create a tree planting plan and annual targets.		
5.3.4	4. Work in partnership with the owner of the Remington Woods/Lake Success Property, together with interested conservation groups such as the Trust for Public Land, to advance the environmental clean-up and reuse of this site in ways that may advance the preservation of, and public access to, the urban forest in this area.	OPED	Property Owner, Non-Profits,		Maintain communication with property owner on remediation efforts and site reuse ideas.	Convene discussion with conservation groups and property owner regarding additional reuse options.	
5.4	Goal 4: Improve the existing parks and open space network to ensure that functional open space is accessible to residents of all neighborhoods.						
5.4.1	1. Ensure that the allocation of new park amenities is guided by need as described in the Parks Master Plan.	DPF			Develop matrix or checklist to assist with determination of priorities.		
5.4.2	2. Implement a 'parks without borders' approach to create a connected system of green spaces and greenways that extends beyond the parks.	DPF	OPED, Non-Profits		Work with DPF and non-profits to create a greenways and open space plan for the city. Conduct an inventory of parks and open spaces in high-need areas to determine infrastructure improvement needs.	Include ROW design guidelines within zoning regulation in the next rewrite. Work with NRZs and non-profits to increase capacity to maintain neighborhood parks and open spaces.	
5.4.3	3. Improve conditions of, and access to, existing green spaces and parks.	DPF	OPED, Non-Profits			Meet with the Board of Education and DPF to coordinate increasing public access to prioritized playgrounds.	
5.4.4	4. Utilize vacant lots and school playgrounds to expand the public open space network.	DPF	OPED, BOE		Work with DPF and non-profits to identify priority playgrounds to make public. Update the zoning code to include incentives for the provision of publicly accessible open space in particular zones in the next zoning rewrite.		Crosscheck vacant lots with areas of need to identify potential for new pocket parks.
5.4.5	5. Provide incentives for the provision of publicly accessible open space in new developments or redevelopments.	OPED	DPF Non-Profits, Community Groups		Using the 2019 Urban Agriculture Master Plan, introduce new gardens in appropriate areas.		
5.4.6	6. Increase the number of urban gardens throughout the city.	DPF					
5.4.7	7. Work to improve the fiscal sustainability of parks maintenance by exploring ways to increase revenue generation from parks.	DPF	OPED, Non-Profits		Research various means for improving fiscal sustainability of parks. Continue to use the Parks Master Plan Concept Plans as guides for redevelopment of specific parks.	Consider partnering with local businesses to provide food and beverages within the parks.	
5.4.8	8. Consider Parks Standards set in Parks Master Plan when planning new parks and open space.	DPF					

	Bridgeport Values Nature Goals and Strategies	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.5	Goal 5: Ensure that the parks and open space system is well funded and supported.						
5.5.1	1. Create a coalition of environmental advocacy groups and non-profits to support mutual goals of open space preservation and development.	OPEd	DPF, Non-Profits		Coordinate with environmental advocacy groups to identify important stakeholders.	Convene a meeting to discuss future collaboration in Bridgeport.	
5.5.2	2. Foster the creation of "Friends Of" groups for Bridgeport's parks to enhance funding, programming, and community input for use of the parks.	OPEd	DPF, Non-Profits		Work with neighborhood organizations like NRZs to coordinate with environmental advocacy coalitions (from strategy 1) to advise on the creation of "Friends of" groups. Conduct a forum with arts and culture groups and City departments with the goal of identifying opportunities for those groups and departments to become advocates for the parks system.		
5.5.3	3. Activate ancillary partners, such as arts and culture groups and the health department to be advocates for the parks system.	OPEd	DHSS, Non-Profits				
5.6	Goal 6: Continue to reduce carbon and greenhouse gas emissions.						
5.6.1	1. Promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure.	Engineering Greater Bridgeport Transit	OPEd, DHSS		Commit to a goal of reducing the amount of single-occupancy vehicle trips in Bridgeport and implementing bicycle and pedestrian infrastructure as part of all transportation projects whenever feasible.	Install bicycle infrastructure throughout city.	
5.6.2	2. Collaborate with Greater Bridgeport Transit to transition to fuel-efficient, low-emission vehicles.		OPEd		Coordinate with GBT to identify funding sources for conversion to fuel-efficient, low-emission vehicles.		
5.6.3	3. Update the municipal automobile fleet with alternative fuel and fuel-efficient vehicles.	DPF	OPM		Work with OPM to conduct an assessment of the cost effectiveness of replacing gas-powered fleet with alternative and fuel-efficient vehicles.	Work with OPM to establish a fleet replacement schedule and budget.	Commit to a goal of 100% fleet transition by a certain date, allowing for longer transition period for larger vehicles than the passenger vehicle fleet.
5.6.4	4. Educate residences on energy efficient practices for their homes.	Sustainability Coordinator	Non-Profits		Work with community non-profits and national resources on home energy efficiency to distribute educational materials to residents.		
5.6.5	5. Coordinate with Park City Communities to enhance energy efficiency of existing housing, and to ensure energy efficiency of newly constructed units.	Sustainability Coordinator			Coordinate with Park City Communities to identify existing drivers of inefficiency and strategies for retrofitting existing units to increase efficiency.	Encourage Park City Communities to set a goal for a minimum efficiency standard for all new units, which will be reviewed regularly to keep pace with technology improvements.	
5.6.6	6. Coordinate with local businesses to increase energy efficiency in their buildings and operations.	Sustainability Coordinator	OPEd		Ensure that the City has up-to-date information about available Federal, State, and non-profit programs for enhancing the energy efficiency of businesses.	Look into the feasibility of establishing local incentives for businesses that commit to certain levels of energy efficiency.	
5.6.7	7. Commit to increasing energy efficiency in the buildings and operations of the City.	Sustainability Coordinator	DPF, Office of the Mayor		Create a plan to regularly track the energy used by city owned buildings and store the data so that it is accessible to various departments for analysis.	Identify where changes have been or need to be made to improve energy efficiency (e.g. upgrading HVAC units; replacing light bulbs; modifying employee behaviors).	Convene multiple city departments, as well as renewable energy experts, to determine a reasonable goal for reducing the City's energy consumption rates.

	Bridgeport Values Nature Goals and Strategies	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.7	Goal 7: Continue to shift towards clean and renewable energy sources.						
5.7.1	1. Track the City's energy usage and establish targets for renewable energy use.	Sustainability Coordinator	Office of the Mayor, CAO		Convene multiple city departments, as well as renewable energy experts, to determine a reasonable goal for transitioning the City to obtaining more energy from renewable sources.	Create a phasing plan for achieving the determined goal within a set period of time.	
5.7.2	2. Continue the implementation of BGreen 2020 Energy Improvement District to foster renewable electricity generation projects.	OPED	BEDCO, Sustainability Coordinator		Meet with the City's Sustainability Coordinator to identify status of implementation and implementation needs.		
5.7.3	3. Support the creation, development, and expansion of recycling, green industrial, renewable energy, and energy cogeneration businesses in the existing eco-technology business cluster, and where appropriate, in other areas of the City.	OPED	BEDCO, Sustainability Coordinator		Coordinate with BEDCO and existing business leaders in the eco-technology industry to determine how the City can foster local growth in the industry.		
5.7.4	4. Support state funding efforts for solar, thermal and fuel cell technology with the continued expansion of the Bridgeport Thermal Energy Project with NuPower.	Sustainability Coordinator	OPED Sustainability Coordinator		Work with the State Delegation and NuPower to lobby the State government for continued support of businesses working on fuel cell energy generation, district heating/cooling projects, and micro-grids.		
5.7.5	5. Encourage the private use of renewable energy sources through tax subsidies and incentives.	OPED	OPM		Meet with OPM to identify tax subsidies and incentives that could be employed.		
5.8	Goal 8: Enhance resilience against impacts of coastal storms and climate change.						
5.8.1	1. Encourage the creation of neighborhood-specific coastal resiliency plans that embrace broad City policy goals while recognizing the unique assets and importance of each waterfront neighborhood.	OPED	MetroCOG, Resilient Bridgeport, NRZs		Review Bridgeport's 2019 Natural Hazard Mitigation Plan for neighborhood specific items.	Work with Resilient Bridgeport, MetroCOG, DEEP, and neighborhood groups to create neighborhood resiliency plans.	Present neighborhood specific information to NRZs for their input.
5.8.2	2. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	EOC			Create an ordinance that requires regularly updated hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	Track and enforce the creation of required hazard mitigation plans.	Monitor compliance with update requirements.
5.8.3	3. Restrict development in high risk flood plains.	OPED	Engineering		Review 2019 Natural Hazard Mitigation Plan for recommendations.	Incorporate development restrictions into the next zoning regulation rewrite.	
5.8.4	4. Participate in FEMA's Community Rating System (CRS) program of the National Flood Insurance Program (NFIP).	Engineering	OPED		Determine steps necessary to submit application for CRS program.	Complete remaining steps.	Submit application.
5.8.5	5. Support the Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition project efforts to create a comprehensive flood protection system throughout the South End neighborhood.	OPED	DPF, WPCA		Convene all City departments to ensure coordination and support of projects.	Facilitate permitting.	Assist with advertising and outreach when needed.
5.8.6	6. Support the Lower West End Coastal Resiliency Planning Study recommendations and strategies.	OPED	DPF, WPCA		Convene all City departments to ensure coordination and support of projects.	Facilitate permitting.	Assist with advertising and outreach when needed.

	Bridgeport Values Nature Goals and Strategies	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.9	Goal 9: Increase sustainable practices in business and development.						
5.9.1	1. Encourage the creation of green jobs to facilitate sustainable economic growth.	OPED	Sustainability Coordinator, BEDCO		Conduct meeting with representatives of local green industries to identify opportunities for expanding green jobs.		
5.9.2	2. Incentivize green building practices for new developments, and weatherization and retrofits on existing buildings.	OPED	Sustainability Coordinator, Engineering / Building Dept.		Expand the incentives for green building practices found in the DVD zones to all city zones.	Incentivize weatherization in new construction and retrofitting by reducing permit costs for improvements that increase building efficiency.	
5.9.3	3. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	EOC			Work with City Attorney to establish an ordinance that requires hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	Track and enforce the creation of required hazard mitigation plans.	Determine how often hazard mitigation plans must be updated and monitor compliance with update requirements.
5.10	Goal 10: Connect education to nature.						
5.10.1	1. Add environmental learning to the school curriculum.	Board of Education	Non-Profits		Board of Education and non-profit organizations coordinate to identify resources for assisting with the inclusion of environmental learning in school curriculums.		
5.10.2	2. Incorporate educational components into the design of new parks and rehabilitation of existing parks.	DPF	Non-Profits, BOE		Utilize expertise of national non-profits to identify most appropriate educational components to consider.	Add educational component to RFPs for the design of new parks and rehabilitation of existing parks.	
5.10.3	3. Utilize Bridgeport's existing natural resources to create nature-based learning programs.	BOE	Non-Profits		Meet with Bridgeport Schools to identify opportunities for nature-based learning programs.		
5.11	Goal 11: Minimize the generation and environmental impacts of solid waste.						
5.11.1	1. Consider implementing a plastic bag ban.	OPED			Work with the city attorney, state departments, and the community to determine the feasibility of a plastic bag ban in Bridgeport.		
5.11.2	2. Consider implementing a composting pilot program.	DPF	OPED, Non-Profits		Work with the DPF and the community to determine the feasibility of a composting program.	Develop a composting pilot program.	
5.12	Goal 12: Incorporate sustainability considerations into decision-making across sectors and policy areas in the City.						
5.12.1	1. Ensure that city and state policy-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process.	OPED	DHSS, Mayors Office		Prepare brief presentation of health, equity, and sustainability consequences of various policies.	Prepare simple matrix of health, equity and sustainable consequences to be used during policy decision-making.	Present to City policy-makers, with refreshers as necessary.
5.12.2	2. Work with the Sustainability Coordinator to identify a list of experts who can provide opinions on the sustainability impacts of proposed policies and present salient information that is relevant to other departments.	DHSS			Consider the creation of a sustainability framework or the establishment of a Sustainability Office to generate in-house guidance and expertise on sustainability.	Familiarize City Departments with the best-practices in sustainable processes and policies.	Set regular meetings to discuss relevant developments in sustainable policymaking that should be presented to City Departments.

	Bridgeport is a Regional Center Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.1	Goal 1: Commit to playing a leadership role in convening and facilitating the regional policy discussion and commit resources to supporting and advocating for a regional policy agenda.						
6.1.1	1. Collaborate with organizations, institutions, and other stakeholders in the Greater Bridgeport Region.	OPED	RPA, MetroCOG		Facilitate Regional Leadership Assembly working groups and annual convening.	Work with legislators to prepare and advocate for legislation that supports implementation of Bridgeport's policy objectives.	
6.1.2	2. Work with MetroCOG to convene key Greater Bridgeport regional leaders to understand shared goals and collaborate to establish shared action strategies for housing policy, transportation policy, food security, environmental policy, and cost-sharing.	OPED	MetroCOG, RPA, RPA, UB, HCC, Bridgeport Hospital, St. Vincent's		Convene regional leaders.	Establish committees to create and enact strategies to strengthen region.	Annually convene regional leadership.
6.1.3	3. Work with RPA to establish an Anchor Network throughout Southwestern Connecticut.	OPED	Medical Center		Convene anchor institutions.	Establish strategies.	

	Bridgeport is a Regional Center Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.2	Goal 2: Expand Bridgeport's role as the lead economic development engine in the region.						
6.2.1	1. Coordinate and communicate with MetroCOG, SCRCOG, and NVCOCCT regarding appropriate and effective economic development strategies and goals.	OPED	MetroCOG, City of New Haven		Convene organizational leaders.	Establish priorities and strategies.	
6.2.2	2. Support MetroCOG's efforts to establish a Regional Economic Development District (REDD) with a Comprehensive Economic Development Strategy (CEDS) and federal designations (Economic Development District) that will be eligible for US Economic Development Administration funding. Work with MetroCOG and New Haven to explore the creation of a regional CEDS that integrates the Greater Bridgeport, Greater New Haven, and Lower Naugatuck Valley regions.	OPED	MetroCOG, City of New Haven		Convene organizational leaders.	Explore and confirm feasibility.	Submit appropriate documentation for federal and state designations.
6.2.3	3. Engage the Bridgeport Regional Business Council in implementing relevant components of the Comprehensive Economic Development Strategy.	OPED	BRBC, MetroCOG		Prioritize components.	Establish action strategies.	
6.2.4	4. Work with Connecticut Port Authority to take advantage of Bridgeport's deep-water port for commercial development. Refer to CPA's 2018 Maritime Strategy and CT-OPM's 2012 Deep Water Port Strategy Study.	OPED	Bridgeport Port Authority, CT Port Authority		Develop strategies for development which address Bridgeport's priorities and meet goals of these plans.		
6.2.5	5. Focus on regional marketing of large underutilized or undeveloped sites for potential corporate campus or innovation center development. (Especially 889 Barnum Avenue and GE's Boston Avenue site)	OPED	BRBC, Property Owners		Determine effective marketing strategies.	Compile necessary site data.	
6.2.6	6. Lead the region in the installation of high speed internet infrastructure to enhance attractiveness for business relocation.	Mayor's Office	OPED, DFP		Prioritize areas of high need to direct planning of a future fiber network build-out, including development sites.	Build out a citywide backbone fiber network that will be used by the City and allow capacity for additional users.	Study the feasibility of independently, or in partnership with other ISPs, creating a fiber service to provide low-cost, high-speed fiber service in the City.
6.3	Goal 3: Enhance connections with regional institutions of higher learning.						
6.3.1	1. Work with the region's numerous colleges and universities to identify partnership opportunities with established employers and growing startups to develop innovative projects and spur job growth.	OPED	WorkPlace, BRBC		Convene higher education providers and businesses for roundtable to discuss employment needs.	Facilitate regular roundtable discussions.	
6.3.2	2. Continue to offer Bridgeport as a laboratory for experimentation and exploration by encouraging regional colleges and universities to study Bridgeport and propose ideas for the city's physical, economic, and cultural growth.	OPED			Coordinate with higher education providers and OPED to explore opportunities.		
6.3.3	3. Market Tower Place at Barnum Avenue to regional colleges and universities as a potential site for a satellite campus.	OPED			Create site development options.	Meet with various institutions to pitch site.	

	Bridgeport is a Regional Center Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.4	Goal 4: Expand Bridgeport's role as a regional center for arts and culture.						
6.4.1	1. Work with active Bridgeport arts groups to create an Arts and Culture Commission.	OPED	BACC, Arts Organizations		Convene arts groups and develop outline of mission, authority, and reach of Commission.	Develop action outline to establish Arts & Culture Commission.	Establish Commission.
6.4.2	2. Consider designating multiple arts districts throughout the city that could be targets for incentives.	OPED	BACC		Research Connecticut General Statutes for authorizing legislation.	Research appropriate areas of city for target incentives.	Adopt districts.
6.4.3	3. Collaborate with the Cultural Alliance of Fairfield County to promote regional arts.	OPED	CAFC, BACC		Convene appropriate parties.	Develop strategies to effectively promote regional arts.	
6.4.4	4. Work with regional arts and culture non-profits, and municipalities, to jointly apply for grants.	OPED			Facilitate meeting between Central Grants and arts and culture organizations to identify opportunities for grant applications.		
6.4.5	5. Support the growth of regionally significant arts and culture institutions such as the Klein, the Housatonic Museum of Art, the Barnum Museum, and the Mary and Eliza Freeman Center.	OPED			Conduct a meeting with representatives of arts and culture institutions to identify how the City can support their growth.		
6.5	Goal 5: Embrace Bridgeport's role as the regional transportation hub.						
6.5.1	1. Promote access to bus, ferry, and commuter rail and preserve easy, convenient, and seamless transitions between transit modes.	OPED	GBT, Bridgeport & Port Jefferson Steamboat Co.		Develop marketing materials promoting transportation hub.	Ensure timely shuttle services between modes which are separated geographically.	
6.5.2	2. Protect critical regional transportation infrastructure from coastal hazards.	OPED	DPF		Assess infrastructure resiliency.	Develop resiliency plan.	
6.5.3	3. Continue to promote mixed-use Transit Oriented Development.	OPED			Modify zoning regulations to support mixed-use TOD.	Ensure existing TOD plans are adhered to.	
6.5.4	4. Promote coordination among different transportation providers to encourage multi-modal utilization of the transportation network.	OPED			Convene various transportation providers to explore coordination efforts.		
6.6	Goal 6: Increase regional connectivity through expanded transit service.						
6.6.1	1. Work with Greater Bridgeport Transit (GBT) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service.	OPED	GBT, MetroCOG		Collaborate to identify needed improvements.	Establish priorities and implementation strategies.	
6.6.2	2. Work with the federal and state delegation to advocate for construction of Barnum Station.	OPED	MetroCOG, RPA		Prepare briefing document for project.	Meet with delegations.	Pitch to appropriate department heads.
6.6.3	3. Work with MetroCOG to engage CTDOT, Metro-North, and Amtrak in discussions regarding the recommendations of the 2018 Regional Plan Association Trans-Regional Express Plan.	OPED	RPA, MetroCOG		Develop outreach strategy.		
6.6.4	4. Work with MetroCOG, GBT and regional municipalities to establish and support a regional bikeshare, last mile mobility program.	OPED	MetroCOG, GBT		Research model ordinances for local adoption to accommodate these modes of transportation.	Adopt model ordinances.	Implement infrastructure improvements necessary to support last mile mobility.
6.6.5	5. Provide improvements to Sikorsky Airport as recommended by the 2019 Airport Master Plan and the 2015 MetroCOG Regional Transportation Plan.	DPF - Sikorsky Airport			Ensure that the Mayor's office and Council are briefed on the findings and recommendations of the 2019 Master Plan.		

Bridgeport is a Regional Center Goals and Strategies		Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.7 Goal 7: Consider regional housing needs in the creation of housing policies.							
6.7.1	1. Encourage and incentivize construction of housing in proximity of the Downtown Bridgeport Train Station as a means of providing housing that is well connected to a larger region.	OPED			Identify general boundaries for the priority TOD zone.	Ensure zoning encourages housing development in prioritized areas during the next zoning rewrite.	Explore creation of a TIF district encompassing sites within the Downtown that have potential for housing development.
6.7.2	2. Initiate coordination with the Greater Bridgeport region to discuss the equitable distribution of diverse housing options.	OPED	Supportive Housing Works, Partnership for Strong Communities		Convene and facilitate regional discussion of housing.	Develop regional strategies.	Support implementation of regional strategies.
6.7.3	3. Consider housing affordability in the New York Metropolitan, coastal Connecticut, and greater Bridgeport regions when establishing local housing affordability goals and policies.	OPED	Supportive Housing Works		Convene and facilitate discussions on creating housing opportunities within the context of the New York, New Jersey, and Connecticut metropolitan region.	Continue to analyze data and economic trends.	
6.8 Goal 8: Develop a waterfront and open space system that is better connected to, and enjoyed by, the region.							
6.8.1	1. Build the Pequonnock River Trail and East Coast Greenway segments in Bridgeport and connect them to surrounding communities.	OPED			Construct Pequonnock River Trail Extension.	Assess needs to build out East Coast Greenway segment and obtain funding.	Complete assessment of infrastructure improvements necessary throughout Bridgeport to accommodate bicycles.
6.8.2	2. Develop a Parks system website, marketing materials, and signage that encourages use of the Parks system by the region.	DPF-Parks	Non-Profits		Develop branding and marketing strategies.	Prioritize and implement strategies.	
6.8.3	3. Implement recommendations of the 2017 Waterfront Plan that would expand access to the waterfront, particularly development of the citywide waterfront pathway.	OPED			Create a waterfront zoning district that requires the creation of public access and a pathway when developed. 2019 Q3	Continue working with DEEP and other state organizations to implement Connecticut's Coastal Management Program.	
6.8.4	4. Promote the city's regional parks and support events that attract residents from throughout the region.	Mayor's Office	OPED		Update Parks website to include links for external recreational organizations.	Utilize a community-wide calendar for all parks events.	
6.8.5	5. Study the fiscal and environmental advantages of designating Pleasure Beach as a natural preservation area, tying into the preservation of Connecticut coastal and estuarine resources.	DPF-Parks	OPED		Obtain funding for study.	Conduct study.	
6.8.6	6. Coordinate with neighboring and regional planning bodies to advance the clean-up and reuse of the Remington Woods/Lake success property as a regional site that has a significant urban forest component.	OPED			Convene discussion with property owner and appropriate agencies regarding conservation and reuse of the site.		
6.8.7	7. Protect the multiple estuarine habitats of regional and state significance that exist in Bridgeport.	DPF-Parks			Identify and map limits of regional and State significant estuarine habitats in Bridgeport.	Determine appropriate actions for protection.	Implement protective measures.
6.8.8	8. Lead the creation of a Regional Land Trust.	OPED	MetroCOG, Regional Towns		Work with MetroCOG to develop goals and authority of a regional Land Trust.	Create regional Land Trust.	

	Bridgeport is a Regional Center Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.9	Goal 9: Strengthen regional coastal resilience and natural hazard mitigation.						
6.9.1	1. Support the Rebuild by Design: Resilient Bridgeport/Natural Disaster Resilience Competition project efforts to create a comprehensive flood protection system throughout the South End.	OPED	State of Connecticut		Continue to facilitate meetings between the design team and relevant City departments as design is finalized and becomes a construction project.	Facilitate permitting.	
6.9.2	2. Strategically implement the recommendations of the 2014 Natural Hazard Mitigation Plan and 2019 Update.	DPF - Engineering	OPED - Inland Wetlands		Prioritize recommendations.	Obtain funding as necessary.	
6.9.3	3. Strategically implement the recommendations of the 2017 Southern Connecticut Regional Framework for Coastal Resilience.	OPED			Prioritize recommendations.	Obtain funding as necessary.	
6.9.4	4. Collaborate with surrounding municipalities to implement coastal resilience and natural hazard mitigation measures.	OPED	MetroCOG		Working with MetroCOG, choose implementation actions.		
6.10	Goal 10: Assist in reducing the regional carbon footprint by continuing to lead in renewable energy generation and the utilization of energy efficient infrastructure.						
6.10.1	1. Continue to expand micro grids and district heating programs.	OPED	DPF		Meet with City Engineering Department to receive briefing on the status of this effort.		
6.10.2	2. Promote increased colocation of recycling, green industrial and energy cogeneration businesses in the Eco District Business Park.	BEDCO	OPED		Work with BEDCO to create a marketing strategy for the Eco District Business Park.	Consider attending trade shows to pitch available properties to businesses in the industries mentioned in the strategy. Identify most cost-effective and efficient means for switching power to renewable sources.	
6.10.3	3. Focus on powering all public facilities with energy derived from renewable sources.	DPF			Adopt appropriate ordinances supporting renewable energy source usage.		
6.10.4	4. Improve zoning regulations to require energy efficiency and green standards in all development.	OPED			Research model zoning regulations.	Adopt amendments.	
6.11	Goal 11: Play a part in promoting regional food security.						
6.11.1	1. Promote improved regional agricultural viability by working with regional organizations to enhance demand for locally (regionally) grown food products.	Food Policy Council	DHSS		Convene regional organizations to discuss issues.	Develop strategies to address needs.	
6.11.2	2. Coordinate with Greater Bridgeport municipalities to be a receiver for the transfer of development rights for the preservation of rural farmland.	OPED			Convene regional municipalities to discuss issues.	Establish mechanism to allow Bridgeport to receive transferred development rights.	
6.12	Goal 12: Actively promote regional cost-sharing.						
6.12.1	1. Work with the region's municipalities, via MetroCOG, to actively identify and implement regional cost-sharing and cooperative purchasing opportunities.	MetroCOG	OPED		Identify areas of potential savings, and research effective strategies.	Discuss potential strategies with regional leaders and create appropriate implementation plan.	Coordinate with regional legislative delegation to secure State funding for initiatives.

	Bridgeport is a Regional Center Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
6.13	Goal 13: Lead the region and other Connecticut cities in addressing structural fiscal issues related to its function as a provider of regional services.						
6.13.1	1. Work with the state delegation and leaders from other Connecticut cities to promote a state tax structure overhaul to address the challenges of being reliant on property taxes for most revenue.	OPED	CT Cities, MetroCOG		Obtain State research on tax structure options.	Convene CT cities to discuss issues and develop strategies.	Convene delegations to discuss issues and strategies.
6.13.2	2. Work with the state delegation and leaders from other Connecticut cities to advocate for a 100% commitment to the Payment in Lieu of Taxes (PILOT) program and/or advocate for changes to state statutes that exempt state-owned and non-profit properties from local property taxes.	OPED	CT cities		Convene CT cities to discuss issues and develop strategies.	Convene delegations to discuss issues and strategies.	
6.13.3	3. Work with the state delegation and leaders from other Connecticut cities to advocate for changes to state statutes that would provide a local sales tax option.	OPED	CT cities		Convene CT cities to discuss issues and develop strategies.	Convene delegations to discuss issues and strategies.	