

**ADDENDUM
TO
AGENDA**

CITY COUNCIL MEETING

TUESDAY, FEBRUARY 19, 2019

7:00 p.m.

City Council Chambers, City Hall - 45 Lyon Terrace
Bridgeport, Connecticut

ADDED:

COMMUNICATIONS TO BE REFERRED TO COMMITTEES:

- 38-18** Communication from Labor Relations re: Proposed Tentative Agreement with Bridgeport City Supervisor's Association (BCSA) regarding their Bargaining Contract, referred to Contracts Committee.
- 39-18** Communication from Labor Relations re: Proposed Tentative Agreement with LIUNA Local 1224 regarding their Bargaining Contract, referred to Contracts Committee.
- 40-18** Communication from Labor Relations re: Proposed Tentative Agreement with Bridgeport Building Trades Council regarding their Bargaining Contract, referred to Contracts Committee.

AGENDA

CITY COUNCIL MEETING

TUESDAY, FEBRUARY 19, 2019

7:00 P.M.

CITY COUNCIL CHAMBERS, CITY HALL - 45 LYON TERRACE
BRIDGEPORT, CONNECTICUT

Prayer

Pledge of Allegiance

Roll Call

Mayoral Proclamation and City Council Citation: Recognizing businessman Willie McBride, Jr. of WC McBride Electrical Contractors, LLC during Black History Month for his contributions to the community.

Mayoral Proclamation and City Council Citation: Recognizing businessman W. Tom McMillian of M.F.X.A. Construction and Management, LLC during Black History Month for his contributions to the community.

MINUTES FOR APPROVAL:

Approval of City Council Minutes: January 22, 2019

COMMUNICATIONS TO BE REFERRED TO COMMITTEES:

- 32-18** Communication from OPED re: Proposed Resolution to Adopt Plan of Conservation & Development – Plan of Bridgeport, referred to Economic and Community Development and Environment Committee.
- 33-18** Communication from OPED re: Proposed Resolution Authorizing Execution of a Land Development Agreement (LDA) for the Mixed-Use Development of “Congress Plaza Commons” located on the corner of Main Street and Congress Street and Request to Order a Public Hearing Relative to the Same, referred to Economic and Community Development and Environment Committee.
- 34-18** Communication from Tax Collector re: Proposed Assignment of Tax Liens for Fiscal Year 2019, referred to Contracts Committee.
- 37-18** Communication from OPED/Housing & Community Development re: (Ref. #108-17) Proposed Substantial Amendment to the City’s Consolidated Plan for Housing & Community Development, referred to Special Committee on CDBG Program.

RESOLUTIONS TO BE REFERRED TO BOARDS, COMMISSIONS, ETC.:

- 28-18** Resolution presented by Council Member(s) Jackson & Langan re: Proposed resolution requesting a ban on Synthetic Pesticides and Pesticides with Inert Ingredients on City-Owned Properties, referred to Economic and Community Development and Environment Committee.

**RESOLUTIONS TO BE REFERRED TO BOARDS, COMMISSIONS, ETC.
CONTINUED:**

- 29-18** Resolution presented by Council Member Jackson re: Proposed resolution in Support of Proposed Bill No. 6918 to Expand Ages for Minors to be Employed, referred to Education and Social Services Committee.
- 30-18** Resolution presented by Council Member Jackson re: Proposed resolution requesting that the Board of Education implement Limited English Proficiency (LEP) Services, referred to Education and Social Services Committee.
- 31-18** Resolution presented by Council Member(s) Newton & Martinez re: Proposed resolution requesting that the Intersection of Clermont Avenue and Ridgefield Avenue be designated as an "All-Way" Stop with appropriate signage and stop lines painted on road surface, referred to Board of Police Commissioners.
- 35-18** Resolution presented by Council Member Jackson re: Proposed resolution requesting that the City Attorney's Office draft an amendment to City Ordinance Chapter 3.70 - Event Admissions Surcharge, referred to Ordinance Committee.
- 36-18** Resolution presented by Council Member Jackson re: Proposed resolution requesting the General Assembly to enhance collection of Remote or E-commerce Sales Taxes, referred to Budget and Appropriations Committee.

MATTERS TO BE ACTED UPON (CONSENT CALENDAR):

- *196-17** Budget and Appropriations Committee Report re: Resolution requesting the Purchasing Director to provide information on the Department of Public Facilities purchases.

THE FOLLOWING NAMED PERSON HAS REQUESTED PERMISSION TO ADDRESS THE CITY COUNCIL ON TUESDAY, FEBRUARY 19, 2019 AT 6:30 P.M., IN THE CITY COUNCIL CHAMBERS, CITY HALL, 45 LYON TERRACE, BRIDGEPORT, CT.

NAME	SUBJECT
John Marshall Lee 30 Beacon Street Bridgeport, CT 06605	Fiscal Governance
Dasha Spell 284 Beechwood Avenue Bridgeport, CT 06604	CSMA/BOE.
Cecil Young 99 Carroll Avenue Bridgeport, CT 06607	Cover-up of city officials.
Clyde Nicholson 396 Madison Avenue Bridgeport, CT 06604	Stop the Killing.
Robert Foley 272 Brewster Street Bridgeport, CT 06605	Bridgeport History.
Jacquelyn Cauthen 397 Charles Street Bridgeport, CT 06606	Women's History Month - Teen Conference, March 16, 2019.

**CITY COUNCIL MEETING
PUBLIC SPEAKING
TUESDAY, FEBRUARY 19, 2019
6:30 PM
City Council Chambers, City Hall
45 Lyon Terrace
Bridgeport, CT**

CALL TO ORDER

Council President Pro Tem Taylor-Moye called the Public Speaking Session to order at 6:30 p.m.

ROLL CALL

The City Clerk Lydia Martinez called the roll.

130th District: Christina Smith, Pete Spain
131st District: Denese Taylor-Moye
132nd District: Marcus Brown, Kyle Langan
133rd District:
134th District:
135th District:
136th District: Alfredo Castillo
137th District: Maria Valle
138th District:
139th District: Ernest Newton

RECEIVED
CITY CLERKS OFFICE
19 FEB 22 PM 6:04
CITY CLERK

A quorum was not present.

THE FOLLOWING NAMED PERSON HAS REQUESTED PERMISSION TO ADDRESS THE CITY COUNCIL ON TUESDAY, FEBRUARY 19, 2019 AT 6:30 P.M., IN THE CITY COUNCIL CHAMBERS, CITY HALL, 45 LYON TERRACE, BRIDGEPORT, CT.

NAME

SUBJECT

John Marshall Lee
30 Beacon Street
Bridgeport, CT 06605

Fiscal Governance

Before beginning his remarks, Mr. Lee asked for clarification on whether or not a quorum was needed for public speaking. Council President Pro Tem Taylor-Moye replied that no quorum was needed. Mr. Lee explained that the reason he had asked was because there were students from a government class present in the audience and he wanted to hear the Council Member confirm that a quorum was not needed.

Council President Nieves, neighbors (2-19-19)

I see myself as a watchdog on general purpose governance issues including finances. With the Mayor looking outside normal channels for some “wise men from afar”, I have returned to my talks with you. I raise ten issues that Guidepost might look at and provide the taxpayer with an honest and accurate answer. A return for taxpayers...answers...some old....some new!

- 1) Where did the last City administration find funds for the \$400,000 “unbudgeted” Moutinho personal driveway when the court indicated the City was responsible? And how much were the legal costs?
- 2) Former OPED head Kooris noted the taking of \$900,000 from OPED bonded funds. They were used to repay a Port Authority debt for which OPED was not responsible? Who approved each step of the transaction? Was the use of bond funds illegal? Were funds replaced? From where? Where are full appraisals and financials for last decade?
- 3) The City Council annually approves a Capital Budget that provides scant detail to taxpayers about extent of project, timelines, etc. They are asked for approval when bonds are to be marketed to provide funds for the budget. Why does Council have no regular report on all Capital Funds received until fully expended with project complete? Operating budget provides monthly reports. Capital can be quarterly?
- 4) Where can you locate Mayoral vision with legislative priorities for a fiscal year? The Mayor’s annual City report does not put order into his annual budget document, nor does he review at year end when surpluses occur that taxpayers believe are the result of the exaggerated mil rate from 2016 relative to initial budget overstaffing each year.
- 5) Why do “acting manager” positions in the City continue beyond time limits? Why are exams not researched and held? Why is the person responsible for such action, the Civil Service director, still “acting” after all these years? Why was the Civil Service process led by a commission chair who was unqualified by residence or voting according to the Charter from serving?
- 6) Police Department claims that there is an ongoing annual personnel evaluation that serves as a base to make promotions, training assignments and other personnel decision. Is there any evidence of this activity year in and year out, in PD files? Where does “community policing” become defined and understood by all, especially developing youth in the poorest sections of the City? The PD gets publicity for implementing cameras, body protection, new software and shot-spotter technology. When are modern policing “best practices” introduced and evaluated?
- 7) In mid-January the Finance Department releases the Comprehensive Annual Financial Report for the previous Fiscal Year ending 6/30. No public gathering is called by government to study trends or news from a given year. The vendor, an accounting group, does not appear to explain or answer questions about the likely “Hits, Runs and Errors” of the closed year. The vendor is precluded from answering questions from the public by their City contract.
- 8) Citizens can serve 200 voluntary positions on a variety of more than 25 Boards and Commissions with appointments made by the Mayor, an extenuation of the “strong Mayor” form of government. Even with a political appointee in charge of shepherding

those bodies, vacancies still exist, initial orientation and training are not in evidence and evaluations are not routine.

At this point, Council President Pro Tem Taylor-Moye told Mr. Lee his speaking time was almost up. Mr. Lee said that he had been speaking at the Council Meetings for years and never had this problem before. Council President Pro Tem Taylor-Moye told Mr. Lee to finish his remarks.

9) In-Plant Printing is a City Department that provides a variety of print materials for City departments as well as outside members of the public. The public pays revenue that is not recorded accurately like the City Clerk and Town Clerk offices. The Finance Officer is aware of a discrepancy of \$800,000 that I reported two years ago between the expenses that show in the CAFR and actual Purchasing totals over a five year period where Finance reported balance. That is a \$160,000 per year discrepancy. Perhaps Guidepost would like to review the numbers?

10) Oversight? Checks and balance? Internal Audit? Look at the City Department table of organization. It's on the chart directly below the Finance Department, and it has been there for years. Hypocrisy or humor? Ask Guidepost to investigate?

Time will tell.

At the conclusion of Mr. Lee's remarks, Council President Pro Tem Taylor-Moye apologized to Mr. Lee for the misunderstanding. Mr. Lee accepted Council President Pro Tem Taylor-Moye's apology.

Dasha Spell

284 Beechwood Avenue
Bridgeport, CT 06604

CSMA/BOE.

Ms. Dasha Spell came forward and said that she had numbers for the Council about the cost of education. She said that when they add up all the outside costs, there was over \$26 million spent before it even reached the Bridgeport Students. She asked how much the City Council had given the BOE last year. Her concern was that they did not continue to educate the students, but if they go to jail, they get a good education. This is not fair to the regular students.

Cecil Young

99 Carroll Avenue
Bridgeport, CT 06607

Cover-up of city officials.

Mr. Young said that he wanted to thank Council Member Ernie Newton for his efforts regarding Mr. Young's dismissal. Mr. Young mentioned that when he sees people waiting for food he wonders why they aren't given jobs. How can they raise a family with so little? This issue isn't about him, but about righting a wrong.

Mr. Young spoke about how he was terminated on March 17th even though he showed up for work on March 16th. He said that if there was an unjust termination, it has to be dealt with.

He said that the Council had violated his rights and if the past administration had done something wrong, it needs to be addressed. Council Member Newton asked the staff to look at the situation and if Mr. Young was saying something wrong, they should call him out. He said that this should be clear in black and white. The City can't come before Council and present the evidence because they don't have it.

Clyde Nicholson

396 Madison Avenue
Bridgeport, CT 06604

Stop the Killing.

Mr. Nicholson said that the last time he was present, he asked the Council to make Bridgeport a gun free zone. He said that there already had been five deaths in the City due to guns this year. Tonight, he was asking the Council to come up with some kind of idea to deal with the problem. The Council is elected to make laws and to see that they are enforced. Kids are dying here in Bridgeport. He said that he was tired of going to funerals. If the Council doesn't do anything about this, nothing will happen. It will be important to talk to the ministers, to go to the churches and have a night of prayer. He said that there are people who won't let their kids go to the park because they are afraid their children will be shot.

Mr. Nicholson then called Mr. Jorge Cruz forward to address the Council.

Mr. Jorge Cruz came forward and said that the City needs this to be done because there have been five deaths already in the City. He was asking all his friends to come together in each and every District and stop these killings.

Robert Foley

272 Brewster Street
Bridgeport, CT 06605

Bridgeport History.

Mr. Foley asked what comes to mind when people hear the name Bridgeport. The City needs a lot of help. They need to change the image of the City. Businesses need to be able to come to the City and open up. He asked what they could do to improve the image of Bridgeport. One way would be to help people connect with the history of Bridgeport, which is not very well known.

One historical aspect might be talking about Little Liberia. There was a map of Bridgeport that had the residences that were labeled with the owner's name. Every house in the City was labeled except for Little Liberia. One of the former historians tracked down all the owners for the homes in Little Liberia. Now they have a completed map and people should be talking about it.

The City was First in Flight before the Wright Brothers. Not only that, but many people do not know about George Washington's Spy in Black Rock. People might not realize that if it was not for Washington's Spy, Caleb Brewster, the country might still be under British rule. Caleb Brewster played a major role in the American Revolution. People just don't know about this even though he is studied in the Pentagon.

Jacquelyn Cauthen
397 Charles Street
Bridgeport, CT 06606

Women's History Month - Teen
Conference, March 16, 2019.

Ms. Cauthen came forward and said that she had distributed copies of information for the Council Members that included schedule of events for the upcoming Teen Conference on March 16, 2019. The luncheon will have a mentor at each of the 24 tables. The mentors will be talking to the girls about history and women's roles in it. The girls need to pre-register. If every Council Member told five teenaged girls, it would be helpful. She said that when she was a teen, she was pregnant and people put her "in a box". She then read a poem she had written about the various labels that people put on people.

ADJOURNMENT

Council President Pro Tem Taylor-Moye adjourned the Public Speaking portion of the Council meeting at 7:05 p.m.

Respectfully submitted,

S. L. Soltes
Telesco Secretarial Services

CITY OF BRIDGEPORT
CITY COUNCIL MEETING
TUESDAY, FEBRUARY 19, 2019

7:00 PM

City Council Chambers, City Hall - 45 Lyon Terrace
Bridgeport, Connecticut

Mayor Ganim called the meeting of the City Council to order at 7:09 p.m.

PRAYER

Mayor Ganim requested Council Member McBride-Lee lead those present in prayer.

PLEDGE OF ALLEGIANCE

Mayor Ganim requested that City Clerk Martinez lead those present in reciting the Pledge of Allegiance.

ROLL CALL

The City Clerk called the roll.

130th District: Christina Smith, Pete Spain
131st District: Denese Taylor-Moye
132nd District: Marcus Brown, Kyle Langan
133rd District: Jeannette Herron, Michael Defilippo
134th District: AmyMarie Vizzo-Paniccia
135th District: Mary McBride-Lee
136th District: Alfredo Castillo
137th District: Maria Valle, Aidee Nieves
138th District: Nessah Smith
139th District: Ernest Newton

A quorum was present. Council President Nieves announced that Council Member Lyons was not able to attend the meeting and Council Member Zambrano Viggiano was ill. She added that Council Member Roman-Christy and Council Member Jackson were attending the Police Commission meeting.

Mayoral Proclamation and City Council Citation: Recognizing businessman Willie McBride, Jr. of WC McBride Electrical Contractors, LLC during Black History Month for his contributions to the community.

Mr. McBride, the owner of WC McBride Electrical Contractors was called forward and presented with both Mayoral and City Council Citations recognizing their contributions to the City. He was then presented with Mayoral and City Council Citations.

Mayoral Proclamation and City Council Citation: Recognizing businessman W. Tom McMillian of M.F.X.A. Construction and Management, LLC during Black History Month for his contributions to the community.

Mr. McMillian was called forward and presented with both Mayoral and City Council Citations recognizing his contributions to the City. He was then presented with Mayoral and City Council Citations.

MINUTES FOR APPROVAL

Approval of City Council Minutes: January 22, 2019

Council Member Brown requested that the following be added to the minutes following the Adjournment:

“Mayoral Proclamation and City Council Citation: Recognizing State Heroine Prudence Crandell and her first African American Student Sarah Harris for defying racial discrimination in education in 19th Century Connecticut.”

**** COUNCIL MEMBER SPAIN MOVED THE MINUTES OF JANUARY 22, 2019 AS AMENDED.**

**** COUNCIL MEMBER TAYLOR-MOYE SECONDED.**

**** THE MOTION TO APPROVE THE MINUTES AS AMENDED PASSED UNANIMOUSLY.**

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33-18 Communication from OPED re: Proposed Resolution Authorizing Execution of a Land Development Agreement (LDA) for the Mixed-Use Development of “Congress Plaza Commons” located on the corner of Main Street and Congress Street and Request to Order a Public Hearing Relative to the Same, referred to Economic and Community Development and Environment Committee.

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RESOLUTIONS TO BE REFERRED TO BOARDS, COMMISSIONS, ETC.:

28-18 Resolution presented by Council Member(s) Jackson & Langan re: Proposed resolution requesting a ban on Synthetic Pesticides and Pesticides with Inert Ingredients on City-Owned Properties, referred to Economic and Community Development and Environment Committee.

29-18 Resolution presented by Council Member Jackson re: Proposed resolution in Support of Proposed Bill No. 6918 to Expand Ages for Minors to be Employed, referred to Education and Social Services Committee.

30-18 Resolution presented by Council Member Jackson re: Proposed resolution requesting that the Board of Education implement Limited English Proficiency (LEP) Services, referred to Education and Social Services Committee.

31-18 Resolution presented by Council Member(s) Newton & Martinez re: Proposed resolution requesting that the Intersection of Clermont Avenue and Ridgefield Avenue be designated as an "All-Way" Stop with appropriate signage and stop lines painted on road surface, referred to Board of Police Commissioners.

35-18 Resolution presented by Council Member Jackson re: Proposed resolution requesting that the City Attorney's Office draft an amendment to City Ordinance Chapter 3.70 – Event Admissions Surcharge, referred to Ordinance Committee.

36-18 Resolution presented by Council Member Jackson re: Proposed resolution requesting the General Assembly to enhance collection of Remote or E-commerce Sales Taxes, referred to Budget and Appropriations Committee.

Council Member Newton requested that Agenda Item 33-18 be referred to a Joint Committee composed of the Contracts Committee and the Economic and Community Development and Environment Committee.

**** COUNCIL MEMBER NEWTON MOVED TO COMBINE AND APPROVE THE FOLLOWING COMMUNICATIONS TO BE REFERRED TO COMMITTEES WITH THE RESOLUTIONS TO BE REFERRED TO BOARDS, COMMISSIONS, ETC.:**

32-18 COMMUNICATION FROM OPED RE: PROPOSED RESOLUTION TO ADOPT PLAN OF CONSERVATION & DEVELOPMENT – PLAN OF BRIDGEPORT, REFERRED TO ECONOMIC AND COMMUNITY DEVELOPMENT AND ENVIRONMENT COMMITTEE.

34-18 COMMUNICATION FROM TAX COLLECTOR RE: PROPOSED ASSIGNMENT OF TAX LIENS FOR FISCAL YEAR 2019, REFERRED TO CONTRACTS COMMITTEE.

37-18 COMMUNICATION FROM OPED/HOUSING & COMMUNITY DEVELOPMENT RE: (REF. #108-17) PROPOSED SUBSTANTIAL AMENDMENT TO THE CITY'S CONSOLIDATED PLAN FOR HOUSING & COMMUNITY DEVELOPMENT, REFERRED TO SPECIAL COMMITTEE ON CDBG PROGRAM.

38-18 COMMUNICATION FROM LABOR RELATIONS RE: PROPOSED TENTATIVE AGREEMENT WITH BRIDGEPORT CITY SUPERVISOR'S ASSOCIATION (BCSA) REGARDING THEIR BARGAINING CONTRACT, REFERRED TO CONTRACTS COMMITTEE.

39-18 COMMUNICATION FROM LABOR RELATIONS RE: PROPOSED TENTATIVE AGREEMENT WITH LIUNA LOCAL 1224 REGARDING THEIR BARGAINING CONTRACT, REFERRED TO CONTRACTS COMMITTEE.

40-18 COMMUNICATION FROM LABOR RELATIONS RE: PROPOSED TENTATIVE AGREEMENT WITH BRIDGEPORT BUILDING TRADES COUNCIL REGARDING THEIR BARGAINING CONTRACT, REFERRED TO CONTRACTS COMMITTEE.

RESOLUTIONS TO BE REFERRED TO BOARDS, COMMISSIONS, ETC.:

28-18 RESOLUTION PRESENTED BY COUNCIL MEMBER(S) JACKSON & LANGAN RE: PROPOSED RESOLUTION REQUESTING A BAN ON SYNTHETIC PESTICIDES AND PESTICIDES WITH INERT INGREDIENTS ON CITY-OWNED PROPERTIES, REFERRED TO ECONOMIC AND COMMUNITY DEVELOPMENT AND ENVIRONMENT COMMITTEE.

29-18 RESOLUTION PRESENTED BY COUNCIL MEMBER JACKSON RE: PROPOSED RESOLUTION IN SUPPORT OF PROPOSED BILL NO. 6918 TO EXPAND AGES FOR MINORS TO BE EMPLOYED, REFERRED TO EDUCATION AND SOCIAL SERVICES COMMITTEE.

30-18 RESOLUTION PRESENTED BY COUNCIL MEMBER JACKSON RE: PROPOSED RESOLUTION REQUESTING THAT THE BOARD OF EDUCATION IMPLEMENT LIMITED ENGLISH PROFICIENCY (LEP) SERVICES, REFERRED TO EDUCATION AND SOCIAL SERVICES COMMITTEE.

31-18 RESOLUTION PRESENTED BY COUNCIL MEMBER(S) NEWTON & MARTINEZ RE: PROPOSED RESOLUTION REQUESTING THAT THE INTERSECTION OF CLERMONT AVENUE AND RIDGEFIELD AVENUE BE DESIGNATED AS AN “ALL-WAY” STOP WITH APPROPRIATE SIGNAGE AND STOP LINES PAINTED ON ROAD SURFACE, REFERRED TO BOARD OF POLICE COMMISSIONERS.

35-18 RESOLUTION PRESENTED BY COUNCIL MEMBER JACKSON RE: PROPOSED RESOLUTION REQUESTING THAT THE CITY ATTORNEY’S OFFICE DRAFT AN AMENDMENT TO CITY ORDINANCE CHAPTER 3.70 – EVENT ADMISSIONS SURCHARGE, REFERRED TO ORDINANCE COMMITTEE.

36-18 RESOLUTION PRESENTED BY COUNCIL MEMBER JACKSON RE: PROPOSED RESOLUTION REQUESTING THE GENERAL ASSEMBLY TO ENHANCE COLLECTION OF REMOTE OR E-COMMERCE SALES TAXES, REFERRED TO BUDGET AND APPROPRIATIONS COMMITTEE.

**** COUNCIL MEMBER BROWN SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

33-18 Communication from OPED re: Proposed Resolution Authorizing Execution of a Land Development Agreement (LDA) for the Mixed-Use Development of “Congress Plaza Commons” located on the corner of Main Street and Congress Street and Request to Order a Public Hearing Relative to the Same, referred to Economic and Community Development and Environment Committee.

**** COUNCIL MEMBER NEWTON MOVED TO REFER AGENDA ITEM 33-18 TO A JOINT COMMITTEE COMPOSED OF THE CONTRACTS COMMITTEE AND THE ECONOMIC AND COMMUNITY DEVELOPMENT AND ENVIRONMENT COMMITTEE.**

**** COUNCIL MEMBER CASTILLO SECONDED.**

Council Member Vizzo-Paniccia requested that the Committee Members receive a copy of the Land Disposition Agreement (LDA) in advance for review.

**** THE MOTION PASSED UNANIMOUSLY.**

**** COUNCIL MEMBER VALLE MOVED TO SCHEDULE A PUBLIC HEARING FOR AGENDA ITEM 33-18 ON MARCH 4, 2019 AT 7 P.M. DURING FULL COUNCIL MEETING.**

**** COUNCIL MEMBER CASTILLO SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

Council Member Herron left the meeting at 7:45 p.m. A quorum was still present.

MATTERS TO BE ACTED UPON (CONSENT CALENDAR):

***196-17 Budget and Appropriations Committee Report re: Resolution requesting the Purchasing Director to provide information on the Department of Public Facilities purchases.**

Mayor Ganim pointed out that there was only one item on the Consent Calendar. City Clerk Martinez then read the item into the record.

**** COUNCIL MEMBER LANGAN MOVED TO APPROVE THE FOLLOWING ITEM ON THE CONSENT CALENDAR:**

196-17 BUDGET AND APPROPRIATIONS COMMITTEE REPORT RE: RESOLUTION REQUESTING THE PURCHASING DIRECTOR TO PROVIDE INFORMATION ON THE DEPARTMENT OF PUBLIC FACILITIES PURCHASES.

**** COUNCIL MEMBER CASTILLO SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

Following the approval of the Consent Calendar, Mayor Ganim acknowledged the presence of the Government students in the audience. He asked Council Member Newton to speak briefly on Agenda Item 31-18, which involves the installation of four stop signs at the Intersection of Clermont and Ridgefield Avenues.

Council Member Newton explained that after the request was made, the Engineering Department went out to inspect the intersection. They determined that the area had poor sight lines and recommended that the Police Commission approve the installation of stop signs. Council Members Jackson and Roman-Christy were attending the Police Commission meeting, which was underway concurrently with the Council Meeting.

Council Member Vizzo-Paniccia announced that National League of Cities will be holding an event in Bridgeport on July 24th. Through the 27th. She gave the details of the event and encouraged everyone to mark their calendar.

City Clerk Martinez said that a representative from the National League of Cities came to Bridgeport to review the city as a conference site. The representative was very pleased with what he saw.

ADJOURNMENT

- ** COUNCIL MEMBER BROWN MOVED TO ADJOURN.**
- ** COUNCIL MEMBER CASTILLO SECONDED.**
- ** THE MOTION PASSED UNANIMOUSLY.**

The meeting adjourned 8:39 p.m.

Respectfully submitted,

S. L. Soltes
Telesco Secretarial Service



City of Bridgeport
OFFICE OF PLANNING & ECONOMIC DEVELOPMENT

Margaret E. Morton Government Center
999 Broad Street, Bridgeport, Connecticut 06604

JOSEPH P. GANIM
Mayor

THOMAS F. GILL
Director

Comm. #32-18 Ref'd to ECD&E Committee on 2/19/2019

WILLIAM J. COLEMAN
Deputy Director

TO: Honorable City Council
FROM: Lynn M. Haig, AICP *LMH*
Director of Planning
DATE: February 13, 2019
RE: Planning & Zoning Commission Referral
Resolution to Adopt Plan of Conservation & Development, Plan Bridgeport

ATTEST
CITY CLERK
RECEIVED
CITY CLERKS OFFICE
19 FEB 13 PM 3:11

On behalf of the Planning & Zoning Commission, please accept for referral to the Economic & Community Development & Environment Committee the attached Plan of Conservation and Development, Plan Bridgeport, and resolution. This referral by the Planning & Zoning Commission is being conducted in conformance with Connecticut General Statutes, Sec. 8-23. Preparation, amendment or adoption of a plan of conservation and development:

Section 8-23 (h)(2) At least sixty-five days prior to the public hearing on adoption, the commission shall submit a copy of such plan or part thereof or amendment thereto for review and comment to the legislative body or, in the case of a municipality for which the legislative body of the municipality is a town meeting or representative town meeting, to the board of selectmen. The legislative body or board of selectmen, as the case may be, may hold one or more public hearings on the plan and shall endorse or reject such entire plan or part thereof or amendment and may submit comments and recommended changes to the commission. The commission may render a decision on the plan without the report of such body or board.

As you know, the City is required to update or rewrite its Plan of Conservation and Development every ten years. During 2018 the Office of Planning & Economic Development hired Fitzgerald & Halliday, Inc. (FHI) to assist with community outreach, information and data gathering, and creation of a new Plan.

Outreach was conducted at 8 pre-scheduled public events (e.g. Puerto Rican Day Fest, Downtown Farmer's Market, etc.), 6 thematic meetings held throughout the city, over 17 stakeholder group meetings, and through 630 responses to the online survey. In total we received input from over 1,000 people, which is reflected in the 82 goals, 357 strategies, and 777 action steps found in the Implementation chapter.

You will notice the document is formatted differently than previous Plans of Conservation and Development. In order to have Plan Bridgeport be 'user-friendly', and easy for the community to

understand and embrace, we chose to format it as a *policy guide*, and locate the supporting data in appendices rather than the document body. Plan Bridgeport is organized around six Guiding Principles: Livable City, Healthy Community, Equitable City, Nature, Robust Economy, and Regional Center. Through these principles we demonstrate the interdependence and interconnectedness of the physical components (housing, infrastructure, land use) and social components (equity, health) of our daily lives.

Once adopted, Plan Bridgeport will live dynamically on the web. The Implementation Matrix will be searchable, allowing the viewer to sort the strategies according to preset themes (education & training, housing, environment, etc.) or timeframes. We will also update the website throughout the upcoming decade to share with the community when we've begun working on or completed a strategy mentioned in Plan Bridgeport.

Please review Plan Bridgeport, and I look forward to hearing your comments at the ECDE Committee meeting.

**RESOLUTION APPROVING PLAN BRIDGEPORT AS THE CITY OF BRIDGEPORT'S
PLAN OF CONSERVATION AND DEVELOPMENT**

WHEREAS, Connecticut General Statute 8-23 requires every municipality to update or rewrite its Plan of Conservation and Development (POCD) every ten years; and

WHEREAS, in the spring of 2018 the Office of Planning and Economic Development ("OPED") hired the planning consultant firm, Fitzgerald & Halliday, Inc., (the "Consultant") to assist with the POCD rewrite; and

WHEREAS, throughout 2018, OPED worked with the Consultant to conduct extensive public outreach so as to gather input from the community, which resulted in input from over 1,000 people gathered at 8 public events, 6 thematic meetings held around the city, 17 stakeholder group meetings, and through the receipt of 630 responses to OPED's online survey; and

WHEREAS, the extensive input received was compiled and formatted into a new POCD, Plan Bridgeport, which reflects a current vision and goals for Bridgeport;

WHEREAS, Plan Bridgeport is a community developed document, reflective of the values of the Bridgeport community; and

WHEREAS, as such, Plan Bridgeport shall serve well as the City's guiding Master Plan over the next ten years;

NOW, THEREFORE, BE IT RESOLVED that the Bridgeport City Council hereby approves Plan Bridgeport as the City of Bridgeport's Plan of Conservation and Development, endorses implementation of the Plan, and directs the City Clerk to forward report of its approval to the City's Planning and Zoning Commission.

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Acknowledgments

Joseph P. Ganim, Mayor
Office of Planning & Economic Development
Tom Gill, Director
William Coleman, Deputy Director
Lynn Haig, AICP, Director of Planning
Dean Mack, AICP, Planner
Curtis Denton, GIS Administrator
Jacob Robison, Planner

Plan Produced By:



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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 Lello

Bridgeport's Guiding Principles

Bridgeport is a Livable City

Goals

- 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

Goals

- 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.

Bridgeport's Guiding Principles

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.

Goals

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



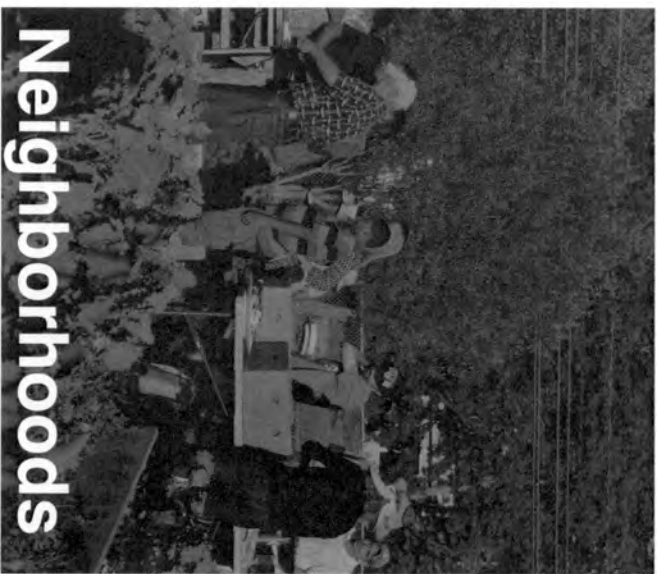
Waterfront



TOD



Housing



Neighborhoods

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: www.rentcraving.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 federal and state delegations to advocate for the construction of Barnum Station.

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, and other infrastructure improvements. ●●

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. ●

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.

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 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. ●



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 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.



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



Bridgeport's Commercial, Industrial and Mixed-Use Zoning Districts

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. ●

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. Prioritize development of Waterfront Master Plan opportunity sites. ●
4. Support deepwater port uses that are environmentally sound. ●
5. Implement recommendations of the Waterfront Master Plan which include increasing access to the waterfront and establishing a waterfront pathway. ●
6. Expand the existing intracity water taxi system in Bridgeport. ●
7. 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. ●

Case Study: Roanoke, Virginia Economic Development Strategy



Downtown Roanoke, VA Source: www.visitraanokeva.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 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 redevelopment of the Lake Success Eco Business Park that balances conservation of an urban forest with development.
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: Cain'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 conducts 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.

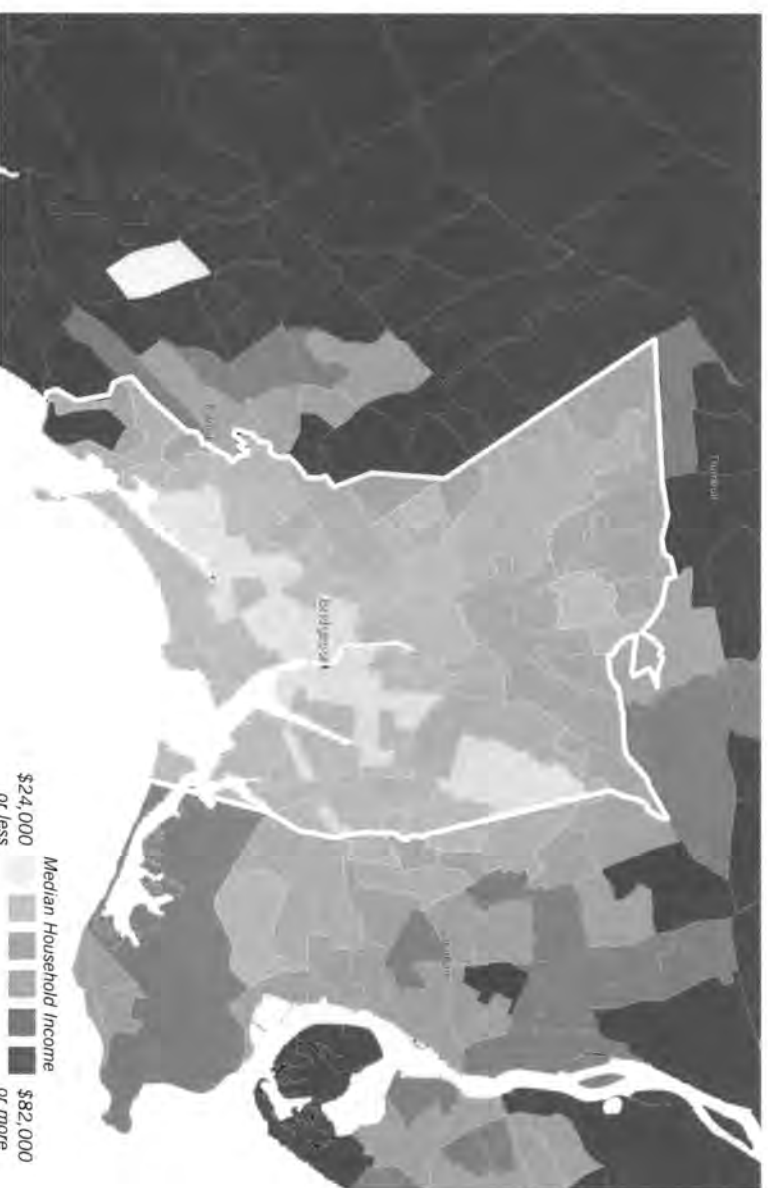
At the same time, the cost of goods and services - especially the most basic necessities, housing - is another

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



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. ●

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. ●

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 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.



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 be provide opinions on the equity impacts of proposed policies and present salient equity information that is relevant to other departments.

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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, Americas 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.

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 Berkeley, 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. ●

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.



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, 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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Bunnell's 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.

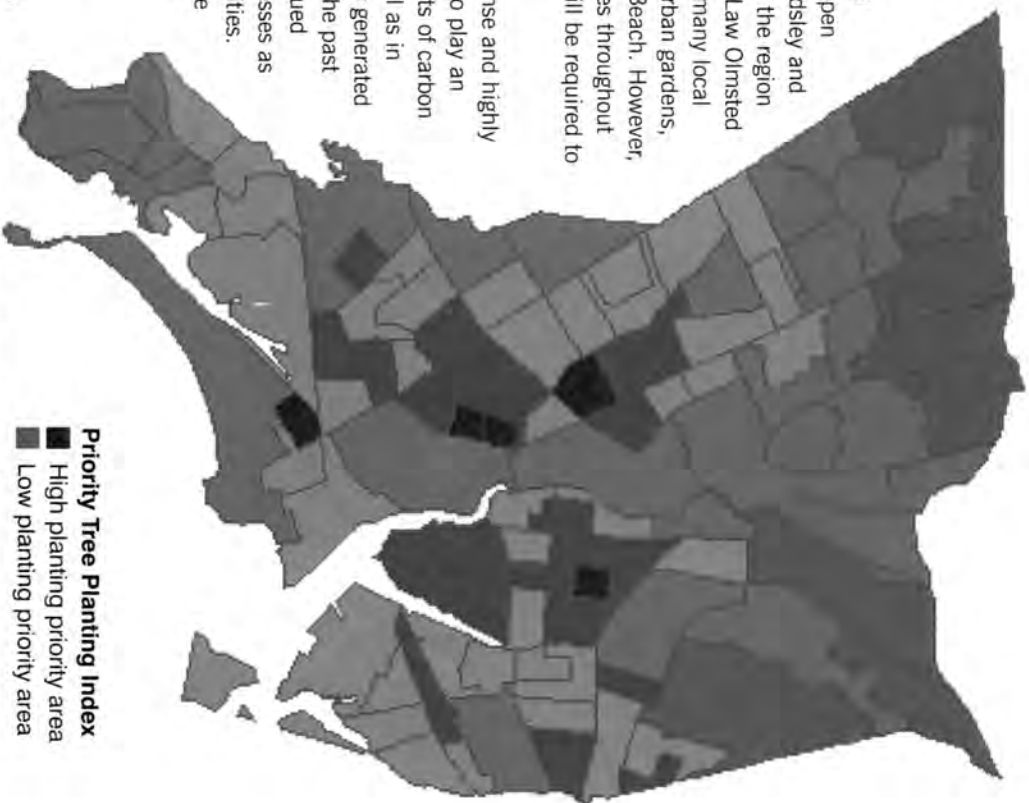
While much of the city's natural environment has been weakened or eliminated by industry and development over the last century, that which remains provides a myriad of critical benefits to the city. The urban tree canopy that covers 27% of the city's area cleans the air of pollution, prevents erosion 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, while also generating opportunities for economic development.

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.

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. ●

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 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. ●

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.



*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.

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.



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 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: asia.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.

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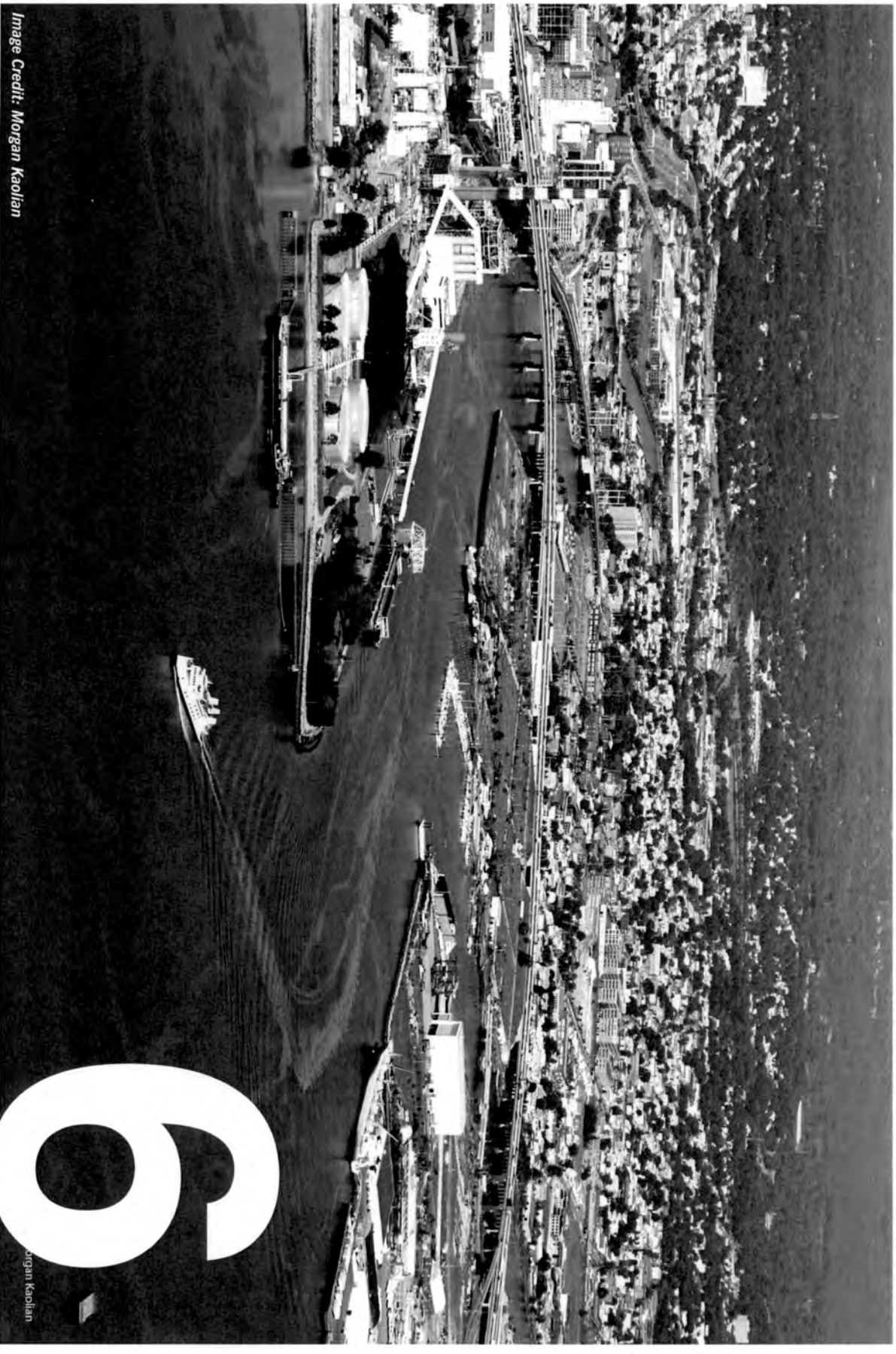


Image Credit: Morgan Kaolian

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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,

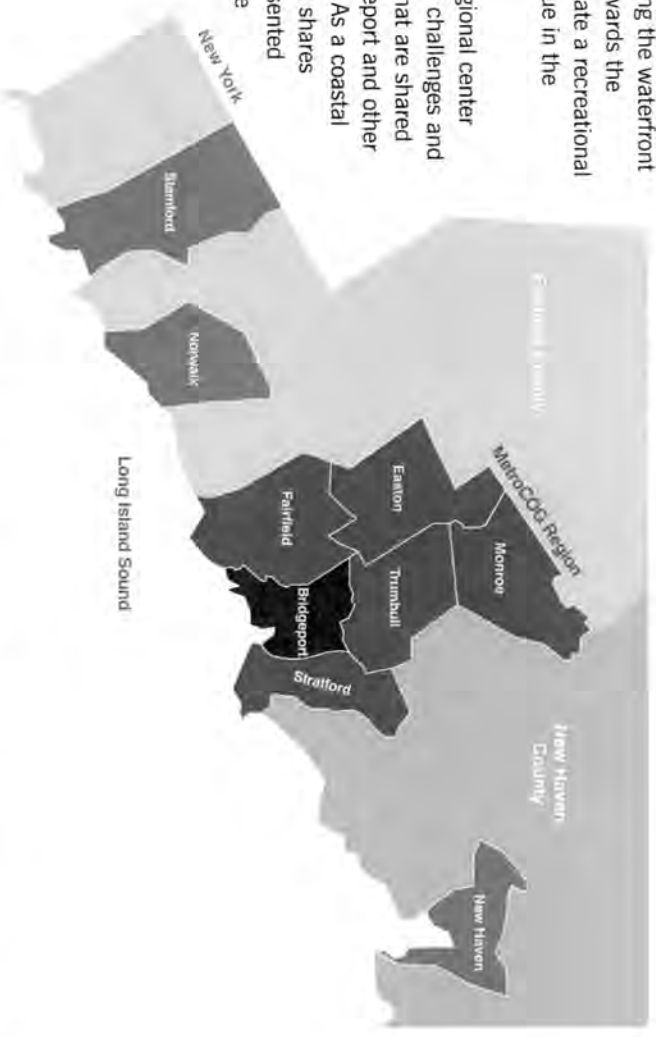
air and land infrastructure that can easily plug into national and international transportation networks. This industrial past has also left Bridgeport with an underdeveloped waterfront that is unique in the state in terms of the potential to redevelop due to the relatively low value of waterfront land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



Case Study: Anchor Institution Partnerships



Learning Corridor, Hartford, CT Source: jcl.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 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 CPAs 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, GE's Boston Avenue Site, and Lake Success Eco-Business Park).
6. Lead the region in the installation of high speed internet infrastructure to enhance attractiveness for business relocation.

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: visitscanton.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. ●

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 in the consideration of the future of Remington Woods/Lake Success Eco Business Park as a redevelopment 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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Goals and Strategies from Chapters 1-6.

This organization will take the lead.

How long it might take to start making progress.

These are the actions necessary to achieve the goal; together they comprise the strategy. Many more actions will likely be necessary and will become more evident once action is initiated.

These organizations need to help.

1.1	Goal 1: Increase usage of transit and alternative modes of transportation.	Bridgeport is a Livable City		
		Lead Organization	Partner Organizations	Timeframe
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.	DPF		Assess city streets to determine feasibility of bicycle infrastructure.
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.	GBT, MetroCOG		Collaborate to identify needed improvements; strategies.
1.1.3	3. Include GBT in site plan review to make sure that project proposals enhance, and do not hinder, bus access.	GBT		Include GBT in Conceptual Design Review process as necessary. Research model ordinances for local adoption to accommodate these modes of transportation.
1.1.4	4. Work with GBT and regional municipalities to establish and support a regional bikeshare, last mile mobility program.	MetroCOG, GBT		Construct improvements designed for federally funded Downtown Intermodal Improvements Phase II program.
1.1.5	5. Promote access to bus, ferry, and commuter rail and preserve easy, convenient, and seamless transitions between transit modes.	GBT, Bridgeport - Port Jeff Ferry		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.	MetroCOG		Adopt model ordinances.
1.1.7	7. Work with GBT and MetroNorth to improve transportation access and service.	GBT, MetroNorth RR		Develop strategies for coordination. 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.	GBT, MetroCOG		Convene various transportation providers to explore coordination efforts. Consult with entities to determine their requirements and constraints for service changes.
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.	BRBC, DSSD		Convene GBT and private transportation network companies to discuss collaborative possibilities for improving fixed-route bus service, as referenced in The Fourth Regional Plan.
1.1.10	10. Leverage on-demand technologies to improve and expand paratransit.	MetroCOG		Identify key Bridgeport employers to meet with and convene meetings to discuss openness to program.
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.	CTDOT, CT Port Authority		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.

Bridgeport is a Livable City Goals and Strategies	Lead	Partner Organizations	Timeframe	Action 1	Action 2	Action 3	
1.2 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.	Downtown Bridgeport Train Station to maximize transit-oriented development opportunities in the area.	OPED		1. Focus on redevelopment in close proximity to the Downtown Bridgeport Train Station to maximize transit-oriented development opportunities in the area.	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.	
				2. Encourage the development of housing throughout Downtown.	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.	
				3. Concentrate dense housing along commercial corridors with bus service.	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.	Demolish structures on TOD site.
				4. Work with the State, and other stakeholders, to develop strategies for improvements to the Downtown Bridgeport Train Station.	MetroCOG, CTDOT		
				5. Construct the East Bridgeport (Barnum) Train Bridgeport (Barnum) Train Station to be more supportive of the development of a mixed-use job center.	MetroCOG, RPA		
				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.	MetroCOG, RPA		
1.3 Adopt a Complete Streets approach to transportation planning and improvements.	OPED		Assess zoning recommendations in Barnum TOD Plan.	Draft and present zoning amendment to Planning & Zoning Commission for adoption.			
				1.3.1 1. Adopt a Complete Streets policy.	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.	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.	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.	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.	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, and other infrastructure improvements.	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.				

Bridgeport is a Livable City

Goals and Strategies

Lead

Partner

Organization

Organizations

Timeframe

Action 1

Action 2

Action 3

Goal 4: Update zoning regulations to allow for a greater mix of uses and increased bikeability/walkability.

Item	Lead	Partner	Organization	Organizations	Timeframe	Action 1	Action 2	Action 3
1.4								
1.4.1	OPED					Assess current zoning for mixed-use. Research model zoning regulations for small-batch and low-impact manufacturing. Research model zoning regulations for live-work spaces.	Consider additional areas where mixed-use is acceptable.	Amend permitted uses in the next zoning rewrite.
1.4.2	OPED					Research model zoning regulations for live-work spaces.	Consider areas where uses are acceptable.	Amend permitted uses in the next zoning rewrite.
1.4.3	OPED	Neighborhood Groups				Research model zoning regulations for ROW standards and walkability enhancements. Hire consultant to rewrite zoning regulations to include design guidelines and integrate form-based zoning.	Consider areas where uses are acceptable. Identify priority areas requiring these regulations.	Amend permitted uses in the next zoning rewrite.
1.4.4	OPED					Include bike storage within ROW zoning during the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.
1.4.5	OPED					Include bike storage within ROW zoning during the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.
1.4.6	OPED					Include bike storage within ROW zoning during the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.	Amend permitted uses in the next zoning rewrite.

Goal 5: Encourage infill development.

1.5								
1.5.1	OPED					Review regulations to identify sections which restrict infill development.	Amend those sections during the next zoning rewrite.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.
1.5.2	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.	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.
1.5.3	OPED					Identify appropriate matrix criteria.	Implement matrix.	
1.5.4	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.	
1.5.5	OPED					Review accessory dwelling issues during the next zoning rewrite.		
1.5.6	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	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	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

Lead Organization Partner Organizations Timeframe Action 1

Action 2 Action 3

1.6 Goal 6: Improve and expand public facilities and resources in neighborhoods.

Item	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3	
1.6.1	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	OPED	BOE		Work with Public Facilities and Non-Profits to identify priority playgrounds to make public.	Develop strategies to increase resource usage. Meet with the Board of Education and Public Facilities to coordinate increasing public access to prioritized playgrounds.	Crosscheck vacant lots with areas of need to identify potential for new pocket parks.	
1.6.3	DPF	BOE, Non-Profits		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.	
1.6.4	DPF	DPF - Engineering		Convene discussion on how all facilities can become community education and gathering centers.	Develop strategies to achieve goal.		
1.6.5	BOE	Bridgeport Libraries, 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.	
1.6.6	OPED	Non-Profits		Include design guidelines and use options for roots 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.	Develop a calendar schedule of public art installations and events.	Promote art reveals and public participation art events on community-wide calendar.	
1.6.7	OPED	DPF-Parks		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. Ensure zoning does not restrict mixed-use structures.	Identify key connections between the "Downtown Core" and "Expanded Downtown" that should be focused on for public ROW and infrastructure upgrades. Prioritize mixed-use development over single-use.		
1.6.8	OPED	DPF-Parks					
1.7	Goal 7: Continue improvements aimed at revitalizing the Downtown.						
1.7.1	OPED	Non-Profits, DSSD		Convene appropriate parties to discuss district boundaries, purpose, and wayfinding.	Develop strategies to create Downtown Arts District.	Consider utilizing a design consultant to assist in creating a cohesive aesthetic for Downtown that could guide improvements.	
1.7.2	OPED	DSSD, Property Owners		Convene property owners to discuss options for activating parcels and vacant building spaces.	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.	
1.7.3	OPED	Non-Profits, DSSD		Include publicly accessible open space requirements in Downtown development regulations. Work with DSSD to identify missing retail and services.	Coordinate with property owners to discuss strategies for making improvements to facades and spaces that are directly adjacent to the public ROW. Develop strategies and timeline to attract needed retail and services.		
1.7.4	OPED	DPF, DSSD					
1.7.5	OPED	DPF, DSSD					
1.7.6	OPED	DSSD					

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.			
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.	Develop implementation strategies. 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.	The 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. Identify historic building and structures in need of renovation and rehab based upon NPS National Register and CT SHPO inventories.	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					
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
1.11 Enhance the resiliency of Bridgeport's neighborhoods.

Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
			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. Identify and restrict development in high risk flood plains.		
			3. Consider the removal of existing development and infrastructure within high risk flood plains.		
Bridgeport has a Robust Economy					
Goal 1: Reduce the tax burden on residents by growing the grand list, attracting new businesses, growing existing businesses, and encouraging corporate citizenship.					
			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) Sleiferder 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.		

Bridgeport has a Robust Economy

	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	OPED	DSSD		Engage property owners/managers to temporarily activate vacant spaces.	Complete redevelopment of Downtown.	
2.2.2	OPED			Identify general boundaries for the priority TOD zone. Change zoning regulations Downtown to allow for small-batch manufacturing, including artist studios, as-of-right, during the next zoning rewrite. Work with a consultant to create the required TIF District Master Plan.	Ensure zoning encourages housing development in prioritized areas during the next zoning rewrite.	Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural groups.
2.2.3	OPED	DSSD, Arts Groups		Work with a consultant to create the required TIF District Master Plan.	Establish a Percent for Art program to fund public art and support programs that support the local arts community.	
2.2.4	OPED			Change zoning regulations to allow for temporary and alternative uses on the ground floor in DVD districts, during the next zoning rewrite.	Obtain necessary approvals from city and state bodies to designate a TIF District.	
2.2.5	OPED	DSSD				
2.3	Goal 3: Leverage the inherent economic value of the waterfront.					
2.3.1	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. Consider environmental impacts when evaluating port development proposals.	Focus acquisition efforts on Opportunity Sites.	
2.3.2	OPED	DPF			Conduct eminent domain on priority properties with uncooperative owners.	
2.3.3	OPED	Port Authority				
2.3.4	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	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.		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.
2.3.6	Port Authority	Harbormaster, OPED		Complete the design and construction of a high-speed ferry terminal in Bridgeport.		







Bridgeport has a Robust Economy		Lead	Partner	Organization	Organizations	Timeframe	Action 1	Action 2	Action 3
Goal 4: Increase the growth of neighborhood commercial centers and corridors.									
2.4	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.				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.	
2.4.1	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			Neighborhood Groups		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.
2.4.2	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.		
2.4.3		OPED			Chamber of Commerce				
Goal 5: Encourage development of brownfields and other underutilized or vacant properties.									
2.5	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			CT-DECD, MetroCOG		Create and utilize a goals-achievement matrix (GAM) to prioritize brownfield remediation projects throughout the city.	Coordinate with MetroCOG and surrounding towns to analyze the feasibility of combining a regional Brownfield Land Bank with a potential regional land trust.	
2.5.1	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.		
2.5.2	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 Property Owners,		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.		
2.5.3	4. Support redevelopment of the Lake Success Eco Business Park that balances conservation of an urban forest with development.	OPED			Environmental		Revise zoning to better protect the urban forest and provide incentives for conservation on the property.		
2.5.4	5. Support the redevelopment of the former Remington Arms property on Barrum 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

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. Work with entertainment venue operators to coordinate public infrastructure investments to meet City design standards and achieve connectivity goals with any infrastructure improvements.
- 2.6.2 2. Enhance connectivity between important entertainment, recreation, and arts venues (e.g. Facilitate improvements to underpasses in Downtown)
 - OPED DSSD  Explore the viability of an arts and culture liaison within the City to enhance coordination with local artists and cultural
- 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  Work with the arts community to establish an Arts & Culture Commission.
- 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 identify and facilitate development in Arts Districts to encourage the growth of existing centers for arts and culture in Bridgeport.
- 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  Establish a Percent for Art program to fund public art and support programs that support the local arts community.
- 2.6.6 6. Establish a Percent for Art program to fund public art and support the local arts community.
 - OPED Non-Profits  Convene a meeting with the regional planning organizations.

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.
- 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.
- 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. Conduct a study of tax incentives, fee reductions, or other incentives to encourage anchor institution employees to live in Bridgeport.
- 2.7.5 5. Explore incentive programs to encourage anchor institution employees to live in Bridgeport.
 - OPED Anchor Institutions  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.
- 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  Encourage anchor institutions to adopt policies that incentivize their employees to live in Bridgeport. 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

2.8 Support the growth of innovative and start-up businesses.


	Lead	Partner	Timeframe	Action 1	Action 2	Action 3
2.8.1				Change zoning regulations, where appropriate, to allow for small-batch manufacturing, including artist studios, as-of-right.		
	OPED			Update zoning to allow for mixed industrial uses and building practices that allow for the development of flexible spaces with multiple uses.		
2.8.2						
	OPED			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.		

2.8.3						
	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						
	OPED	Higher Education Institutions, Chamber of Commerce		Change zoning regulations, where appropriate, to allow for the development of live-work spaces as-of-right.	Submit annual questionnaire to the entrepreneurship regarding the business conditions in Bridgeport and any programmatic challenges; follow up with a meeting.	

2.8.5						
	OPED	Bridgeport Innovation Place Team		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.		
2.8.6						
	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						
	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						
	OPED	BEDDCO		Ensure that bulk zoning regulations allow for the development of new manufacturing businesses where desired.		

2.9.3						
	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

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.**

Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
<p>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.</p>					
BOE	OPED		Convene a meeting between the City, the BOE, Universities and related non-profits to discuss ways to collaborate, and to identify gaps.		
<p>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.</p>					
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.		
<p>3. Work with State technical schools to ensure efficacy of programs, and space to accommodate student population.</p>					
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.		
<p>4. Promote increases in continuing adult education opportunities.</p>					
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.		
<p>5. Ensure education opportunities are available for the reentry population.</p>					
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.	
<p>6. Engage private companies in establishing training and apprenticeship programs.</p>					
OPED	BRBC Workforce Development Board,		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.		
<p>7. Work with existing labor force development organizations like Career Resources to promote and expand programs that connect the labor force with training opportunities.</p>					
OPED	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	Lead	Partner	Timeframe	Action 1	Action 2	Action 3	
Goal 11: Support housing development and housing reinvestment as a strong contributor to Bridgeport's economy.							
2.11.1	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.	Create and promote resources that guide housing developers and homeowners through all permitting and licensing fees and processes.	
2.11.2	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.	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. 2020.	Consider an inclusionary zoning policy to ensure creation of subsidized housing units throughout Bridgeport and among mixed-income developments and communities.
2.11.3	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		As part of project evaluation, ensure that the interest that the City has in encouraging market-rate development is accounted for. 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.	
2.11.5	Pursue policies that encourage the economic viability of developing market-rate housing without government subsidy.	OPED		Establish a policy that memorializes the City's preference for purchasing power from local green energy suppliers whenever possible.			
2.11.4	Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages.	OPED	Non-Profits, Lenders		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	Goal 12: Promote the growth of the energy industry in Bridgeport, with a focus on green energy generation.						
2.12.1	Prioritize the purchase of energy generated by local, green energy suppliers to meet municipal energy demands.	Sustainability Coordinator	OPED		Engage with the energy generation companies in the City to understand their business challenges and assist where possible in promoting their growth in Bridgeport.	Actively recruit co-generation and clean energy industry businesses to Bridgeport.	
2.12.2	Explore the feasibility of committing to a 100% green energy consumption policy.	Sustainability Officer	OPED		Engage with the energy generation companies in the City to understand their business challenges and assist where possible in promoting their growth in Bridgeport.		
2.12.3	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	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		Engage with the energy generation companies in the City to understand their business challenges and assist where possible in promoting their growth in Bridgeport.		

	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
Bridgeport has a Robust Economy Goals and Strategies						
2.13	Goal 13: Increase the marketing of business and real estate development opportunities in Bridgeport.					
2.13.1	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		BRBC, BEDCO		Work with BRBC, Business Organizations, DSSD to promote existing business incentive programs in Bridgeport.		
2.13.3		OPED		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		OPED		Work with banks to reduce their inventories of foreclosed housing.		
2.14						
Goal 14: Regain commercial airline service at Sikorsky Airport and continue to support corporate, private, and general aviation.						
2.14.1		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		DPF - Sikorsky Airport		Maintain the existing pavement, utilities, equipment, and building infrastructure by performing necessary rehabilitation or upgrades.		
2.14.3		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		OPED		Secure funding for the construction of the East Bridgeport Train Station (also called "Barnum Station").	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 TRECX and those in the 4th Regional Plan.	Work with the local and regional legislative delegations to advocate for state financing for the train station construction project.
2.15.2		OPED		Revise zoning in proximity of the planned Bridgeport train station (also called "Barnum Station") to encourage the development of a mixed-use, transit-oriented district.	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.	
2.15.3		OPED		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.	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 Partners

Timeframe Action 1

Action 2

Action 3

2.16: 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.
- 2.16.1 2. Track the amount and percentage of agreed upon PILOT payments that are received by the City
- 2.16.2 3. Consider additional City policies that could reduce burden of forgone tax revenues and are allowed by State statute.
- 2.16.3

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.

Track the amount and percentage of agreed upon PILOT payments that are received by the City annually

Consider additional City policies that could reduce burden of forgone tax revenues and are allowed by State statute.

Bridgeport is an Equitable City

Goals and Strategies

Lead Organization Partners

Timeframe Action 1

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Action 3

3.1: 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. Stabilize housing cost by supporting the development of new units for sale and rent at all price points.
- 3.1.1 2. Encourage mixed-income housing development near transportation resources and job centers to reduce the commuting burden and promote integrated communities.
- 3.1.2 3. Support the preservation of existing subsidized housing units and the integration of subsidized housing units within mixed-income developments.
- 3.1.3 4. Ensure high quality of subsidized housing units throughout the city.
- 3.1.4 5. Work with MetroCOG and surrounding towns to promote a regional approach to the provision of affordable housing.
- 3.1.5 6. Coordinate with housing advocates and related Non-Profits to explore interest in establishing a Community Land Trust.
- 3.1.6 7. Continue to support the use of Community Development Block Grant (CDBG), HOME, and Low-Income Housing Tax Credits (LIHTCs) to rehabilitate housing.
- 3.1.7

Rewrite the City's zoning code to remove barriers for development of diverse housing stock.

Develop City policy to require mixed-incomes in housing developments.

Engage the housing development community as to how the City can most effectively support their efforts.

Ensure zoning standards accommodate denser housing options near transportation resources and job centers during the next zoning rewrite.

Conduct reviews of subsidized housing unit database to ensure income restrictions are being adhered to.

Resume consistent Housing Code and Fire Marshall inspection of all rental units, beginning with subsidized units.

Enact City policy of mixed-income housing developments to ensure dispersion of subsidized housing units throughout Bridgeport and among mixed-income development projects.

Develop policies outlining the desired number of housing units, types of units, distribution, etc.

Develop regional strategies.

Support implementation of regional strategies.

Convene and facilitate regional discussion of housing.

Identify and convene a meeting of housing advocates and related Non-Profits to explore interest in establishing a Community Land Trust.

Develop policies outlining how CDBG, HOME, and LIHTC funds will be used that best achieve the City's goals and leverage resources.

Research best practices in Housing Land Trusts.

Continue the use of Community Development Block Grant (CDBG), HOME, and LIHTC funding to lobby for the maintenance of existing LIHTC funding levels, plus inflation.

Bridgeport is an Equitable City
Goals and Strategies

3.2 **Goal 2. Ensure that all residents have an opportunity to thrive economically.**

	Lead	Partner	Timeframe	Action 1	Action 2	Action 3
3.2.1	1. Increase resident access to living wage employment opportunities.	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. 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.	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.	HCC / UB / Sacred Heart, Non-Profits		Work with employment and workforce development non-profits to assist in expanding services and resources available for people with disabilities.	Work with the Bridgeport libraries and community centers to identify resources for introducing more career education and financial literacy programs into the curriculum.	Collaborate with the Bridgeport libraries and community centers to identify resources for introducing more career education and financial literacy after-school programs.
3.2.3	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.	Kennedy Center Goodwill, Non-Profits		Collaborate with the BOE to identify resources for introducing more career education and financial literacy programs into the curriculum.	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.	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.
3.2.4	5. Provide adequate support to Bridgeport's self-employed, start-ups, and other small businesses.	Small & Minority Business Office, Bridgeport Innovation Places Team		Create resources that guide businesses through the City's permitting and licensing processes.	Work with the SMB Office to ensure local and minority businesses are given a fair chance to win local government contracts.	
3.2.5	6. Take measures aimed at reducing the existing wealth gap between residents and neighborhoods, and between Bridgeport and the region.	Small & Minority Business Office, BOE		Support ladders of opportunity by evaluating the absence of determinants of economic success in Bridgeport.	Work with Council to advocate for adopting a citywide livable minimum wage.	
3.2.6	7. Work towards increasing wages in lower-wage occupations.	OPED		Assess existing program to determine effective means of developing a more robust program.		
3.2.8	8. Work with housing non-profits to promote and expand the City's first-time homebuyer program.	Non-Profits / Non-Profits / Banks.		Convene appropriate entities for discussion on equal access to home mortgages. Meet with each university to discuss their student housing issues and policies and City's issues.	Develop strategies to increase lending.	Develop shared strategies to address issues
3.2.9	9. Work with non-profit organizations and lending partners to increase lending and ensure equal access to home mortgages.	Community Groups / Faith Organizations				
3.2.10	10. Work with local universities to relieve housing demand pressures caused by students in Bridgeport's neighborhoods.	Sacred Heart / UB / Fairfield U				

Bridgeport is an Equitable City Goals and Strategies

Lead Organization Partner Organizations Timeframe Action 1

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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 Bridgeport		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	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	Strong Communities		Research successful programs in comparable cities. 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.	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 OD-C			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. 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.
3.4.3	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.	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. Continue to include departments with ADA compliance responsibilities in design review and continue to place lens on non-compliant developments.
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		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.	
3.4.5	5. Ensure that public facilities and new development are compliant with the Americans with Disabilities Act.	DPF	DPF - Engineering				

Bridgeport is an Equitable City

Goals and Strategies

3.5

Goal 5: Ensure that Bridgeport's economically disadvantaged neighborhoods are not disproportionately impacted by environmental hazards and climate change.

Lead Organization Partner Organization Timeframe Action 1

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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. 2. Prioritize the creation of neighborhood-specific coastal resiliency plans for economically disadvantaged neighborhoods.	OPED	DPF, WPCA		Continue to facilitate meetings between the design team and relevant City departments as design is finalized and becomes a construction project. Review Bridgeport's 2019 Natural Hazard Mitigation Plan for neighborhood specific items.	Facilitate permitting.	Work with Resilient Bridgeport, MetroCOG, DEEP, and neighborhood groups to create neighborhood resiliency plans.
3.5.2	3. Require hazard mitigation plans for all plants, factories, and industrial uses that are either in a FEMA flood zone or handling toxic materials.	OPED	NRZs		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.	Present neighborhood specific information to NRZs for their input.	

3.5.3	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.	EOC			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.	Track and enforce the creation of required hazard mitigation plans.	Monitor compliance with update requirements.
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3.5.4	Goal 6: Provide quality education opportunities for all schoolchildren and adults interested in completing or furthering their education.	Sustainability Coordinator					
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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.
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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.		
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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.		Facilitate coordination between the BOE and local institutions of higher learning to encourage exposure through programming like field trips, guest lectures, and mentorship opportunities for local students.
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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.	
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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. 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.		
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3.6.6	6. Foster community-based learning for adults and the resilient community.	DHSS	Non-Profits, Bridgeport Libraries				
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Bridgeport is an Equitable City

Goals and Strategies

3.7 **Goal 7: Ensure that the City's governance is equitable.**

Lead Organization Partner Organizations **Timeframe** Action 1

Action 2 **Action 3**

Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3		
3.7.1	CAO	OPED		Develop an open data infrastructure that will integrate Energy.	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	CAO	OPED		Ensure that explanations of important municipal processes are accessible to the public and can be easily understood.	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	CAO			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 actively based on gender, race, color, or national origin.	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	OPED			4. Ensure planning and decision-making processes include under-represented communities.	Ensure planning and decision-making processes include under-represented communities.		
3.7.5	Mayor's Office	CAO, OPED		5. Encourage diverse participation, with a focus on disadvantaged communities, in City government and on its boards and commissions.	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	Mayor's Office	OPED, DHSS		6. Empower and allow for marginalized and underserved communities to make impactful decisions towards their future.	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	CAO	Mayor's Office, ITS		7. Improve government efficiency and consistency to improve equity for employees and the public.	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.	
3.8 Goal 8: Ensure that the City's employees, teachers, and public safety personnel are socially engaged with the community.							
3.8.1	OPED	Non-Profits		1. Encourage City employees to live in Bridgeport.	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	Mayor's Office	Non-Profits		2. Provide opportunities for City employees to engage with the community outside of their professional roles.	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

Lead Organization Partner Organizations Timeframe Action 1

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3.9 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. Work with regional non-profits and activist organizations to plan for expanded services and spaces for the LGBTQ+ population in Bridgeport.	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	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.
















3.9.3	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	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.
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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 Optinus 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. 2. Provide residents of all ages opportunities to connect and participate in community life and to engage in positive social and civic activities.	DHSS	Service Providers		Provide telephone based translation services; make available at all City offices that regularly engage with the public.		
3.11.2	3. Use schools and libraries, in addition to community centers, as community education and gathering centers to stimulate lifelong learning and intergenerational learning.	DHSS	DPF-Parks		Provide community-center based educational programs and activities.	Expand recreation programs for youth and adults.	
3.11.3		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		Lead	Partner	Timeframe	Action 1	Action 2	Action 3
Goals and Strategies		Organization	Organizations				
3.12: Incorporate equity considerations into decision-making across sectors and policy areas in the City.							
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 departments.		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	Partner	Timeframe	Action 1	Action 2	Action 3
4.1: Connect residents to health care resources in the city and region.							
4.1							
1. Support the success and expansion of the collective impact approach to community well-being through coordination with health and social service agencies.					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.	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.
4.1.1		DHSS					
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			Provide cultural competency training to public facing DHSS employees.		
4.1.2		DHSS					
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.	Discuss with BOE the inclusion of preventative care information and methods in health and life skill related curriculum.	
4.1.3		DHSS					
4. Promote access to and utilization of preventative care services.		DHSS	Women's Services Organizations, Healthcare Providers		Include preventative care section in the health resources guide. 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. Work with immigrant advocacy groups and in preparation of health resources guide to ensure inclusion of resources available to undocumented residents.	Meet with health care providers to discuss barriers to prenatal care access and identify solutions. Work with immigrant advocacy groups to identify distribution methods and partners that could help connect undocumented residents to the health resources guide.	
4.1.4		DHSS					
5. Work with health care providers to improve access to prenatal care.		DHSS					
4.1.5		DHSS					
6. Work with immigrant advocacy organizations to improve undocumented resident access to health care.		DHSS	Non-Profits		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.		
4.1.6		DHSS					
7. Ensure that local healthcare providers are providing services aligned with the needs of the community.		DHSS	Healthcare Providers, Community Groups				
4.1.7		DHSS					

Bridgeport is a Healthy Community
Goals and Strategies











Lead Organization Partners

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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. 2. Create and disseminate a consolidated list of local healthcare service providers, and plan for maintenance of the resource list.	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. Create and disseminate a consolidated list of local healthcare service providers, and plan for maintenance of the resource list.	Determine how the City can provide resources to assist with the creation of a community healthcare network.	
4.2.2	3. Work with local employers to provide incentives for making healthy lifestyle decisions, including increased physical activity.	DHSS			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. 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.	
4.2.3	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	PCAG, CT-DPH		Identify community partners and City departments to assist with data collection. Create and implement a 3-year community health improvement plan for Bridgeport.		
4.2.4	5. Create and implement a 3-year community health improvement plan for Bridgeport.	DHSS					
4.2.5	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 local social services and plan for maintenance of the resource list.	
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.	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**

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4.4 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. 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.

4.4.2 2. Work with community service providers to identify and/or develop evidence-based health education programs for teens and young adults.

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. Convene a meeting between youth-serving partners and community based clinical service providers to discuss strategies for providing quality youth-friendly health services.

4.4.3 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



Convene a meeting between youth-serving partners and community based clinical service providers to discuss strategies for providing quality youth-friendly health services.

4.4.4 4. Increase the formal linkages between youth-serving partners and community based clinical services to provide quality youth-friendly health services.

DHSS



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.

4.4.5 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













Bridgeport is a Healthy Community Goals and Strategies

Lead Organization Partner Organizations Timeframe Action 1

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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,		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	Bridgeport Farmers Market Collaborative + Food Policy		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.	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.
4.5.4	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 health advocacy organizations to find or create guides for accessing USDA WIC and SNAP programs.	
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.	Identify providers of health foods that do not participate in SNAP program; encourage and assist those providers in participating in SNAP.	
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.	Provide education and technical assistance to urban gardeners.	
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.		
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.	Work with public facilities and non-profits to create a greenways and open space plan for the city.
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 increase the number of farmers markets.	






Bridgeport is a Healthy Community Goals and Strategies

Lead Organization Partner Organizations Timeframe Action 1



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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. Work with the grants department to seek additional funding for programs to assist homeowners and landlords with lead hazard assessment and elimination.	Coordinate to identify gaps in lending and create an action plan to fill gaps. Work with partners to increase the number of newly constructed or fully rehabilitated housing options for lower income households and households with children.
4.6.2	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 community organizations to increase community support for, and assistance with, implementation of "Park City Pickin' It Up."	
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." Evaluate and report on the potential of a street or block adoption program, through consultation with community organizations and fiscal impact analysis.		
4.6.4	4. Encourage a street or block adoption program to keep streets clean and presentable throughout the year.	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.	
4.6.5	5. Assist residents and businesses in the disposal of bulk waste.	DPF			Create a report on the viability of a plastic bag ban in Bridgeport to be presented to the City Council.		
4.6.6	6. Consider implementing a plastic bag ban.	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.	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.
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.		

Bridgeport is a Healthy Community Goals and Strategies

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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



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.

4.8.3

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



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.

4.8.4

4. Promote policies that encourage a shift in transportation modes away from single occupancy vehicles.

Mayor's Office

OPED, DPF - Engineering



Work with GBT to request grant funding for upgrading fleet on an ongoing basis. Commit to replacing all City vehicles with alternative fuel or hybrid vehicles.

4.8.5

5. Collaborate with Greater Bridgeport Transit to continue improving vehicle fuel-efficiency.

OPED

GBT



4.8.6

6. Update the municipal automobile fleet with alternative fuel and fuel-efficient vehicles.

CAO



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. Continue to enforce requirements related to the creation of green infrastructure as part of private development.

Regularly monitor and compare water quality with agreed upon standards. Seek grant funds to help the city pay for additional green infrastructure installations. Collaboration between EOC and the DHSS to utilize EOC's public notification infrastructure when sending out water quality alerts.

Meet MS4 requirements by installing green infrastructure throughout the city.

4.9.2

2. Manage stormwater runoff through the installation of green infrastructure, including green roofs, rain gardens, and bioswales.

DPF - Engineering

DPF



Ensure that water quality warnings from the State continue to be distributed to the DHSS and EOC.

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.

Bridgeport is a Healthy Community

Goals and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
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4.10 Goal 10: Ensure that residents feel safe in the community.

4.10.1	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
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4.10.2	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.	
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4.10.3	Community Organizations	Police Department		Identify areas in need of community policing and/or block watches.	Provide support necessary to establish these programs.	
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4.10.4	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.	Work with community and faith-based groups to support introduction of community policing to the area.
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4.10.5	Police Department	Community Organizations		Identify areas that would benefit most from community policing.		
4.10.6	Engineering	OPED		Adopt strategies of Vision Zero as part of the Complete Streets program. 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	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 or Talk.
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4.11.2	DHSS	Benefits Office		Build upon successes of previous education and incentive programs.	Develop new programs.	
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4.11.3	DHSS			Contact national health organization to find overlaps in professions.	Work to identify continuing education opportunities to promote locally.	
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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, Parks		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

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

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| <p>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.</p> | <p>OPED</p> | <p>DHSS, Mayors Office</p> |  | <p>Prepare brief presentation of health, equity and sustainability consequences of various policies.</p> | <p>Prepare simple matrix of health, equity and sustainable consequences to be used during policy decision-making.</p> | <p>Present to City policy-makers, with refreshers as necessary.</p> |
| <p>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.</p> | <p>DHSS</p> | <p>OPED</p> |  | <p>Compile list of appropriate and available contacts.</p> | <p>Familiarize City Departments with the Ten Essential Public Health Services framework created by the CDC.</p> | <p>Set regular meetings to discuss relevant developments in public health policy that should be presented to City Departments.</p> |

Bridgeport Values Nature

Goals and Strategies

Lead Organization Partner Organizations Timeframe Action 1

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5.1: Protect and restore natural habitats.

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|--|-------------|--------------------|---|---|---|--|
| <p>1. Provide adequate land use restrictions on sensitive natural habitats.</p> | <p>OPED</p> | <p>DPF</p> |  | <p>Create zoning overlays for sensitive natural habitats.</p> | <p>Work with partners to identify site specific recommendations for local plantings in parks and open spaces.</p> | <p>Work with partners to develop a plantings plan for parks and open spaces.</p> |
| <p>2. Protect natural biodiversity through the enhancement of native vegetation and removal and control of invasive species in City parks and open space.</p> | <p>DPF</p> | <p>Non-Profits</p> |  | <p>Work with partners to conduct an invasive species analysis for parks and open space</p> | <p>Work with partners to identify site specific recommendations for local plantings in parks and open spaces.</p> | <p>Work with partners to develop a plantings plan for parks and open spaces.</p> |
| <p>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.</p> | <p>DPF</p> | <p>Non-Profits</p> |  | <p>Work with partners to develop educational materials for residents about native species cultivation and invasive species control/removal.</p> | <p>Work with partners to identify site specific recommendations for local plantings in parks and open spaces.</p> | <p>Work with partners to develop a plantings plan for parks and open spaces.</p> |

Bridgeport Values Nature Goals and Strategies **Lead Organization** **Partner Organization** **Timeframe** **Action 1** **Action 2** **Action 3**

Goal 2: Restore and protect the city's waterfront and waterbodies.	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3	
5.2	1. Take measures necessary to ensure water standards comply with state minimum requirements for habitat, fishing, and recreational uses.						
5.2.1	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	DPF, CT DEEP		Identify areas of concern and contributing factors.	Develop strategies to address concerns.	
5.2.2	3. Continue to work with DEEP to obtain grant and loan funding from the Connecticut Clean Water Fund to reduce combined sewer overflows.	WPCA	Engineering, OPED		Hold a bi-annual meeting between OPED, WPCA, and Engineering to monitor progress of Long Term Control Plan.	Develop and implement strategies to address issues.	
5.2.3	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.	WPCA	Central Grants		Conduct bi-annual check with DEEP regarding available grants and loans from the Connecticut Clean Water Fund.	Apply for funds as necessary to reduce overflows.	
5.2.4	5. Continue building regional partnerships to develop a multi-partner initiative to restore and redevelop the Yellow Mill Channel.	OPED	DPF		Identify a lead party in each impacted municipality who is involved in land use planning.	Coordinate with MetroCOG, hold an annual meeting with the lead party of each municipality, and representatives of each watershed and estuary plan, to report on progress and prioritize annual initiatives.	
5.2.5	6. Reduce stormwater runoff and pollution on waterfront properties.	OPED	Office of the Mayor, Sustainability Coordinator		Identify stakeholders with an interest in the restoration of the Yellow Mill Channel.	Convene an initial meeting of stakeholders to inventory ongoing and planned projects with impact on the Yellow Mill, and shared interests of stakeholders.	Create a strategic plan for the restoration of the Yellow Mill and establishment of the Yellow Mill Greenway.
5.2.6	7. Require riparian buffers and/or dedicated open space along tributaries that lead to Long Island Sound.	DPF - Engineering	OPED, OPED - Inland Wetlands		Continue to enforce stormwater runoff regulations and ensure that local regulations are in line with MS4 goals, as well as State environmental requirements.	Prevent polluting uses from locating on the waterfront through land use and development regulations.	Prioritize the remediation of polluted waterfront sites.
5.2.7	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	DPF		Create zoning overlay along Long Island Sound and tributaries requiring open space and riparian buffers.	Implement open space buffers on city owned properties adjacent to the Long Island Sound and tributaries.	
5.2.8	9. Incorporate additional Low Impact Development (LID) standards into the City's zoning code.	OPED	TNC / TPL		Develop a matrix to determine target properties for preservation.	Contact property owners to discuss future plans for their sites.	Consider feasibility of purchasing development rights.
5.2.9	10. Maximize resilience of coastline through living shoreline and other restoration projects to protect residents and property while increasing biodiversity.	OPED	Engineering		Ensure Low Impact Development (LID) standards aligned with best practices for urban centers are included during the next zoning rewrite.		
5.2.10	11. Establish a stormwater utility to implement stormwater impact fees, with provisions for stormwater runoff reduction through green infrastructure installations.	MetroCOG, Non-Profits	Engineering, WPCA		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	12. Manage stormwater runoff through the installation of green infrastructure, including green roofs, rain gardens, and bioswales.	Engineering	Non-Profits		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.

	Lead Organization	Partner Organization	Timeframe	Action 1	Action 2	Action 3
5.3	Bridgeport Values Nature Goals and Strategies					
Goal 3: Protect and expand the city's urban forest.						
5.3.1	OPED			Amend the zoning code to require street tree planting and public ROW landscaping for new development proposals.		
5.3.2	DPF	Non-Profits		Meet with Groundworks Bridgeport, The Nature Conservancy, and DPF to prioritize tree planting areas.		
5.3.3	DPF	Non-Profits		Meet with Groundworks Bridgeport, The Nature Conservancy, and DPF to create a tree planting plan and annual targets.		
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	DPF			Develop matrix or checklist to assist with determination of priorities.		
5.4.2	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	DPF	OPED, Non-Profits		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.	Meet with the Board of Education and DPF to coordinate increasing public access to prioritized playgrounds.	Crosscheck vacant lots with areas of need to identify potential for new pocket parks.
5.4.4	DPF	OPED, BOE				
5.4.5	OPED	DPF, Non-Profits, Community Groups		Using the 2019 Urban Agriculture Master Plan, introduce new gardens in appropriate areas.		
5.4.6	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.	
5.4.7	DPF					
5.4.8	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	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. Coordinate with GBT to identify funding sources for conversion to fuel-efficient, low-emission vehicles. Work with OPM to conduct an assessment of the cost effectiveness of replacing gas-powered fleet with alternative and fuel-efficient vehicles. Work with community non-profits and national resources on home energy efficiency to distribute educational materials to residents.	Install bicycle infrastructure throughout city
5.6.2	2. Collaborate with Greater Bridgeport Transit to transition to fuel-efficient, low-emission vehicles.	Bridgeport Transit	OPED			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.
5.6.3	3. Update the municipal automobile fleet with alternative fuel and fuel-efficient vehicles.	DPF	OPM		Work with OPM to establish a fleet replacement schedule and budget.	
5.6.4	4. Educate residences on energy efficient practices for their homes.	Sustainability Coordinator	Non-Profits		Coordinate with Park City Communities to identify existing drivers of inefficiency and strategies for retrofitting existing units to increase efficiency. Ensure that the City has up-to-date information about available Federal, State, and non-profit programs for enhancing the energy efficiency of businesses. 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.	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.
5.6.5	5. Coordinate with Park City Communities to enhance energy efficiency of existing housing, and to ensure energy efficiency of newly constructed units.	Sustainability Coordinator				Look into the feasibility of establishing local incentives for businesses that commit to certain levels of energy efficiency. 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).
5.6.6	6. Coordinate with local businesses to increase energy efficiency in their buildings and operations.	Sustainability Coordinator	OPED			Convene multiple city departments, as well as renewable energy experts, to determine a reasonable goal for reducing the City's energy consumption rates.
5.6.7	7. Commit to increasing energy efficiency in the buildings and operations of the City.	Sustainability Coordinator	DPF, Office of the Mayor			

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.	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.
5.7.4	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, OPM		Meet with OPM to identify tax subsidies and incentives that could be employed.	
5.7.5	5. Encourage the private use of renewable energy sources through tax subsidies and incentives.	OPED	OPM			
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. 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.	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			Track and enforce the creation of required hazard mitigation plans. Incorporate development restrictions into the next zoning regulation rewrite.	Monitor compliance with update requirements.
5.8.3	3. Restrict development in high risk flood plains.	OPED	Engineering			
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.	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.
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.

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		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		Expand the incentives for green building practices found in the DVD zones to all city zones. 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.	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		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		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		Utilize expertise of national non-profits to identify most appropriate educational components to consider. Meet with Bridgeport Schools to identify opportunities for nature-based learning programs.	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		Work with the city attorney, state departments, and the community to determine the feasibility of a plastic bag ban in Bridgeport.		
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		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		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.

1. Coordinate and communicate with MetroCOG, SCRROG, and NVCOCGT regarding appropriate and effective economic development strategies and goals.

6.2.1 OPED MetroCOG, City of New Haven  Convene organizational leaders. Establish priorities and strategies.

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.

6.2.2 OPED MetroCOG, City of New Haven  Convene organizational leaders. Explore and confirm feasibility. Submit appropriate documentation for federal and state designations.

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.

6.2.3 OPED BRBC, MetroCOG  Prioritize components. Establish action strategies.

6.2.4 OPED Bridgeport Port Authority, CT Port Authority  Develop strategies for development which address Bridgeport's priorities and meet goals of these plans.

5. Focus on regional marketing of large underutilized or undeveloped sites for potential corporate campus or innovation center development (especially 889 Barnum Avenue, GE's Boston Avenue Site, and Lake Success Eco-Business Park).

6.2.5 OPED BRBC, Property Owners  Determine effective marketing strategies. Compile necessary site data. 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.

6.2.6 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.

6.3 Goal 3: Enhance connections with regional institutions of higher learning.

6.3.1 OPED Workplace, BRBC  Convene higher education providers and businesses for roundtable to discuss employment needs. Facilitate regular roundtable discussions.

6.3.2 OPED  Coordinate with higher education providers and OPED to explore opportunities.

6.3.3 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
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6.4. 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	CARC, 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. 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. 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, strategies.	Establish priorities and implementation	
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.		

Goal and Strategies	Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
Bridgeport is a Regional Center						
Goal 7: Consider regional housing needs in the creation of housing policies.						
6.7				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.	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.
6.7.1	OPED	Supportive Housing Works, Partnership for Strong Communities		Identify general boundaries for the priority TOD zone.		
6.7.2	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	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.	
Goal 8: Develop a waterfront and open space system that is better connected to, and enjoyed by, the region.						
6.8				1. Build the Pequonnock River Trail and East Coast Greenway segments in Bridgeport and connect them to surrounding communities.	Assess needs to build out East Coast Greenway segment and obtain funding.	Complete assessment of infrastructure improvements necessary throughout Bridgeport to accommodate bicycles.
6.8.1	OPED	Non-Profits		Develop branding and marketing strategies.	Prioritize and implement strategies.	
6.8.2	OPED	DPF-Parks		Construct Pequonnock River Trail Extension.		
6.8.3	OPED	DPF-Parks		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	OPED	Mayor's Office		Update Parks website to include links for external recreational organizations.	Utilize a community-wide calendar for all parks events.	
6.8.5	OPED	DPF-Parks		Obtain funding for study.	Conduct study.	
6.8.6	OPED	DPF-Parks		Convene discussion with property owner and appropriate agencies regarding conservation and reuse of the site.		
6.8.7	OPED	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	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.						
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.
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.
3. Strategically implement the recommendations of the 2017 Southern Connecticut Regional Framework for Coastal Resilience.	OPED			Prioritize recommendations.		Obtain funding as necessary.
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.						
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.		Consider attending trade shows to pitch available properties to businesses in the industries mentioned in the strategy.
2. Promote increased collocation 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.		Identify most cost-effective and efficient means for switching power to renewable sources.
3. Focus on powering all public facilities with energy derived from renewable sources.	DPF			Adopt appropriate ordinances supporting renewable energy source usage.		
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.						
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.
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.						
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.
2. 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.

Lead Organization	Partner Organizations	Timeframe	Action 1	Action 2	Action 3
			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.		
6.13.1	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.
			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.		
6.13.2	CT cities		Convene CT cities to discuss issues and develop strategies.	Convene delegations to discuss issues and strategies.	
			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.		
6.13.3	CT cities		Convene CT cities to discuss issues and develop strategies.	Convene delegations to discuss issues and strategies.	

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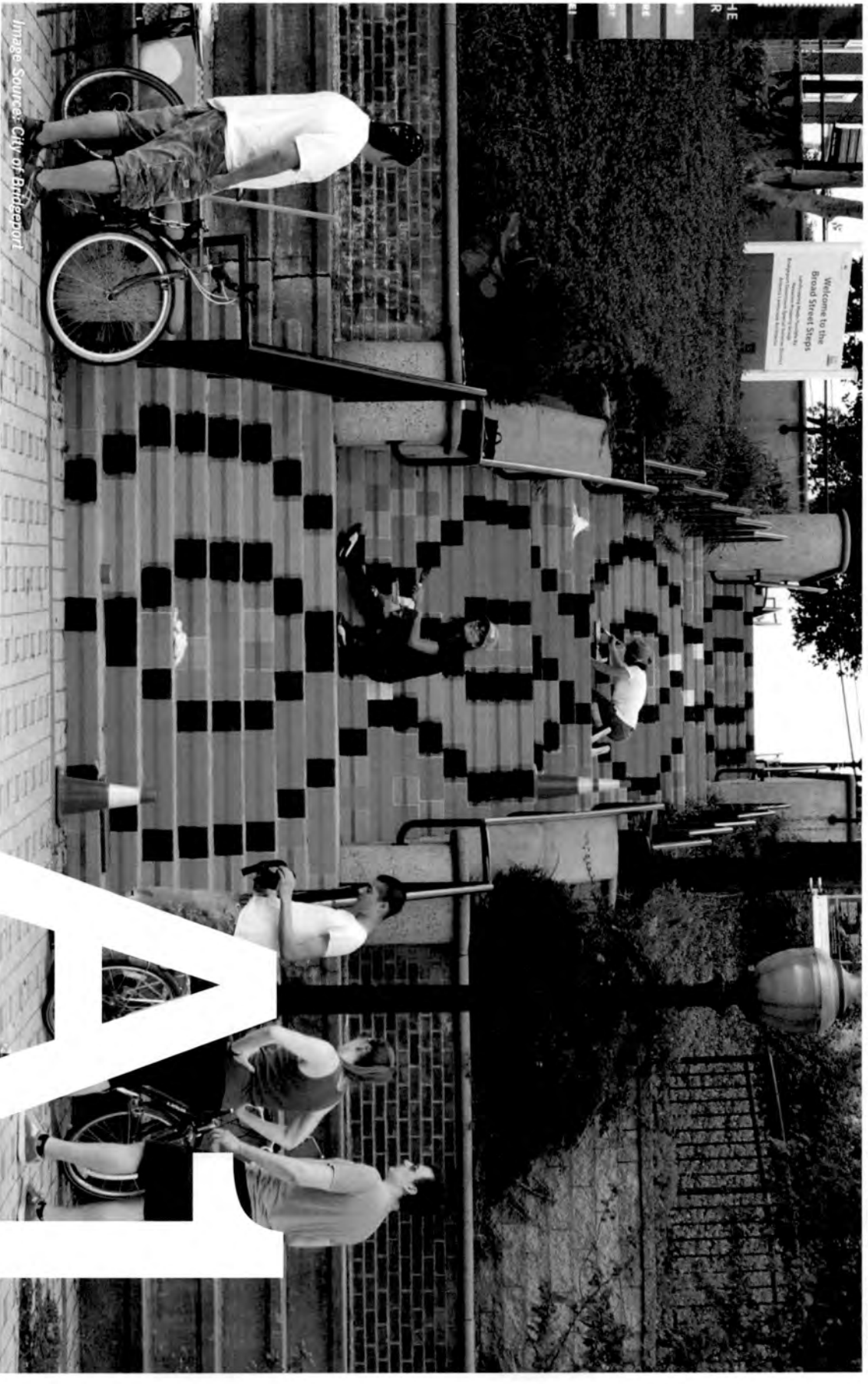


Image Source: City of Bridgeport

PLAN RESOURCES

Relevant Plans, Studies, and Reports

Regional

Plans

- State of CT Plan of Conservation & Development
- MetroCOG Regional Plan
- MetroCOG Regional Transportation Plan
- MetroCOG Natural Hazard Mitigation Plan
- RPA: Fourth Regional Plan
- Implementation Plan for Sustainable Development- NY/CT Sustainable Communities Consortium
- Trans-Regional Express (T-REX)

Reports and Studies

- MetroCOG Tree Canopy Report
- Fairfield County Wellbeing Index Report
- Southern Connecticut Regional Framework for Coastal Resilience Report

Citywide

Plans

- Bridgeport 2020
- Bridgeport BGreen 2020
- Bridgeport Waterfront Plan
- Bridgeport Parks Master Plan
- Energy Efficiency and Conservation Plan
- CDBG Bridgeport Five-Year Consolidated Plan (2013-2018) and Program Year 39 Annual Action Plan
- 2017 Bridgeport Stormwater Management Plan
- Bridgeport Innovation Place Presentation and Strategic Plan
- RPA: Greater Bridgeport Emissions Reduction Strategy
- Green Connections in the East Side
- City of Bridgeport Department of Health Strategic Plan (2017-2022)

Reports and Studies

- Bridgeport Briefing Book
- Urban Land Institute Bridgeport Advisory Services Panel Report
- RPA: Greenhouse Gas Emissions Inventory
- Organizational Assessment of Regulatory and Enforcement Functions
- RPA: Building Bridgeport's Future: Analysis of Zoning, Infrastructure, and Affordable Housing Capacity
- The Valuation of Bridgeport Parks (Fairfield University)
- Bridgeport Local Foods Local Places Report
- MS4 Annual Report Transmittal Form
- SASD Bridgeport Design Thinking Study
- State of the Child BCAC
- Urban Greening Opportunities in Bridgeport: Review of 2008 POCD
- Major Developments Projects Map

Neighborhood

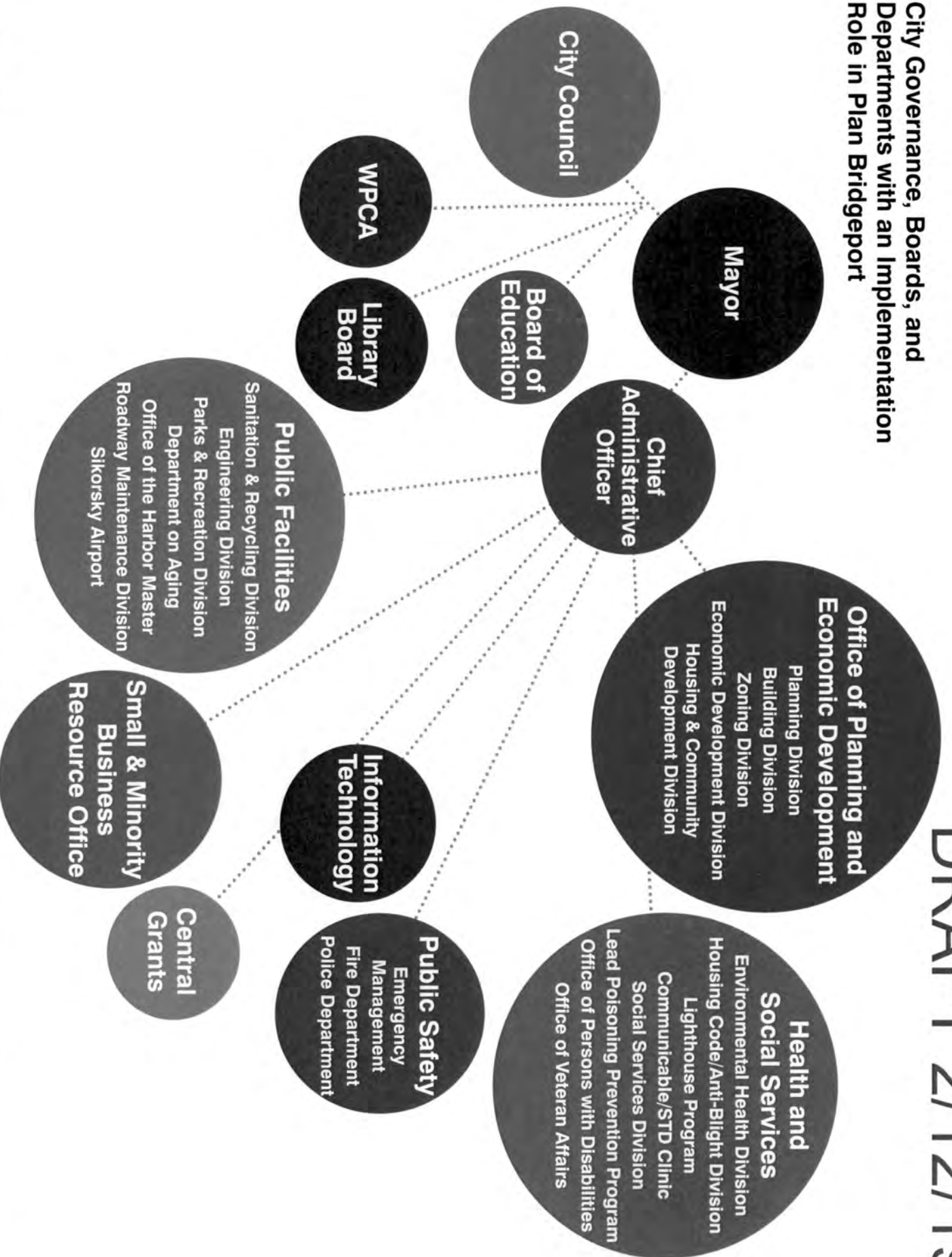
Plans

- Black Rock NRZ Plan
- East End NRZ Plan
- East Side NRZ Plan
- Hollow NRZ Plan
- Mill Hill NRZ Plan
- Reservoir Avenue NRZ Plan
- South End NRZ Plan & Update
- Upper East Side NRZ Community Vision
- West Side/West End NRZ Plan
- DSSD Downtown Streetscape and Planting Guidelines
- Downtown Bridgeport Master Plan
- Tax Increment Financing Financial Plan and Analysis
- Rebuild by Design Resilient Bridgeport Briefing Document
- Barnum Station TOD Plan
- Barnum Station TOD Plan Tower Place Adaptive Reuse Strategy
- Johnson Creek Living Shoreline Plan
- Feasibility Study and Master Plan for Pleasure Beach Park
- West End Development Planning

Reports and Studies

- Ash Creek Bridge Feasibility Study
- Downtown Entertainment District Pamphlet
- Downtown Parking Analysis
- Lafayette Circle Realignment Report
- Bridgeport DSSD Recommendations
- DOT Safety Audit (Main St & Route 8)
- Downtown Priority Projects and Current Status
- Eco-Technology Park Progress Report

City Governance, Boards, and Departments with an Implementation Role in Plan Bridgeport



Agencies, Authorities, Boards, Commissions, Committees, Corporations, Councils, and Task Forces with an Implementation Role in Plan Bridgeport

Planning and Zoning Commission	Parks Commission	Zoning Board of Appeals	Environmental Task Force	Bridgeport Economic Development Corporation
Commission for People with Disabilities	Airport Commission	Education and Social Services Committee	Public Safety and Transportation Committee	Redevelopment Agency
Fair Housing Commission	Port Authority Commission	Ordinance Committee	Special Committee on CDBG	Food Policy Council
Fair Rent Commission	Harbor Commission	ECD and Environment Committee	Budget and Appropriations Committee	
Historic Commissions	WPCA Commission	Park City Communities		
Police Commission				

External Organizations that are Potential Resources or Partners for Plan Bridgeport Implementation

Advocacy

Bridgeport Child Advocacy Coalition
The Center for Family Justice
March for Education
Action for Bridgeport Community Development (ABCD)
United Way of Fairfield County
Make the Road CT
Regional Youth Adult Social Action Partnership (RYASAP)
Generation Now
NAACP

Health

Americares Free Clinic
Bridgeport Hospital
Optimus Health Center
St. Vincent's Medical Center
Southwest Community Health Center

Government

State of Connecticut
MetroCOG
Town of Fairfield
Town of Trumbull
Town of Stratford

Community Services

YMCA Community Centers
Groundwork Bridgeport
Habitat for Humanity
LifeBridge
The Council of Churches of Greater Bridgeport
The Child and Family Guidance Center
Boys and Girls Club - Wakemen
Bridgeport Caribe Youth Leaders
Shehan/McGivney Centers
The Workplace
Career Resources
Recovery Network of Programs
Supportive Housing Works
Faith Acts

Conservation

Trust for Public Land
Connecticut Audubon Society
Aspetuck Land Trust
Rivers Alliance of Connecticut
Connecticut Fund for the Environment
Ash Creek Conservation Association
Friends of Remington Woods
Green Village Initiative
Pequonnock River Initiative
Long Island Sound Program
Soundkeeper (Save the Sound)
Ash Creek Conservation Association
The Nature Conservancy

Planning

Regional Plan Association
NRZ's

Education

University of Bridgeport
Housatonic Community College
Sacred Heart University

Arts & Culture

Bridgeport Arts & Cultural Council
City Lights
Nest Arts Factory
305 Knowlton Street Artists
American Fabrics Arts Building
The Klein
Housatonic CC Art Gallery
Freeman Center

Transportation

Greater Bridgeport Transit Authority
Metro-North
Amtrak

Business

Bridgeport Chamber of Commerce
Bridgeport Regional Business Council
Community Capital Fund
Downtown Special Services District
Minority Business Association
Southern CT Black Chamber of Commerce
Hispanic Chamber of Commerce
Black Business Alliance
B:Hive Co-Working Space
Greater Bridgeport Community Enterprises
Bridgeport Innovation Center
Bridgeport Trade and Technology Center
Greater New England Minority Supplier Development Council

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Image Credit: Donaven Doughty

TRENDS AND EXISTING CONDITIONS

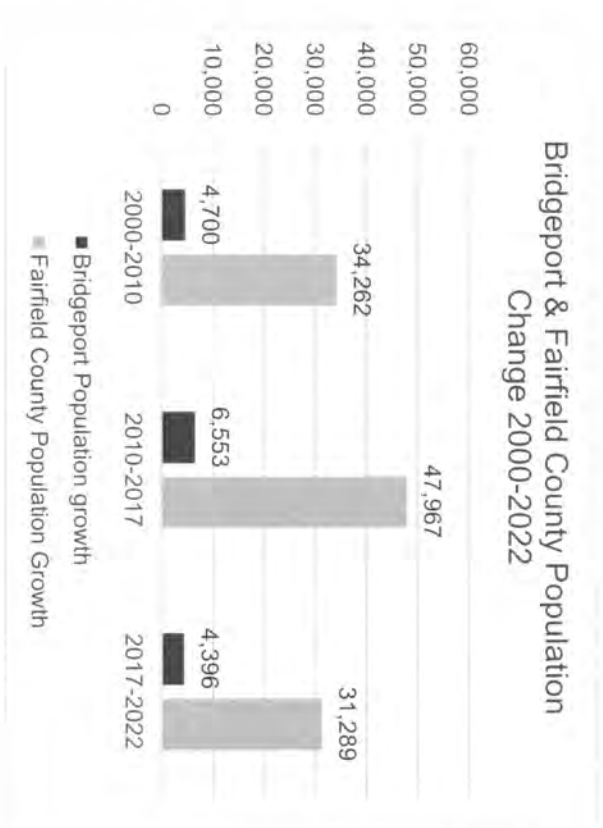
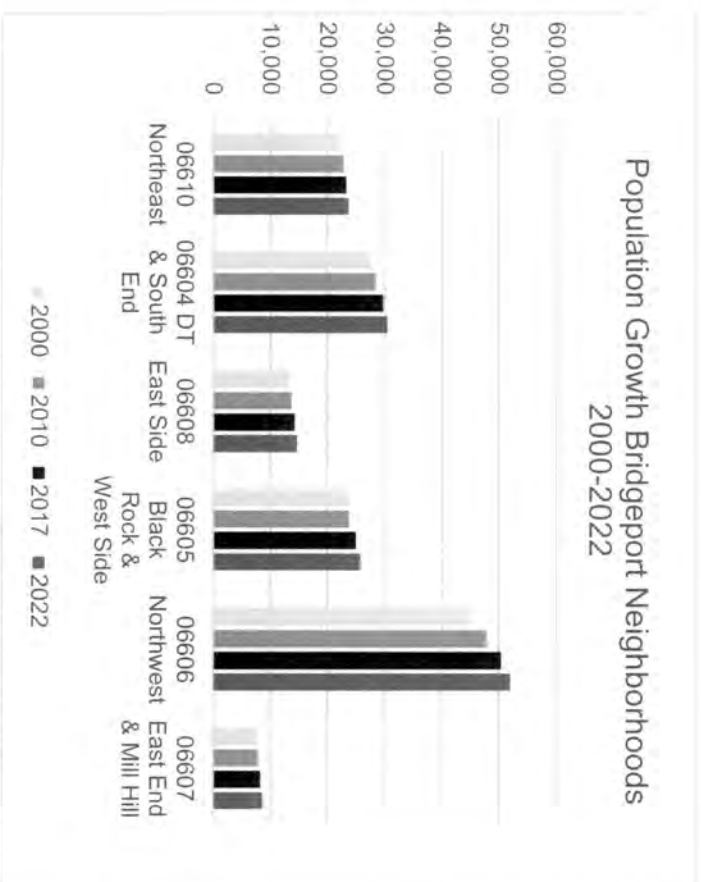
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Demographics

Population Growth

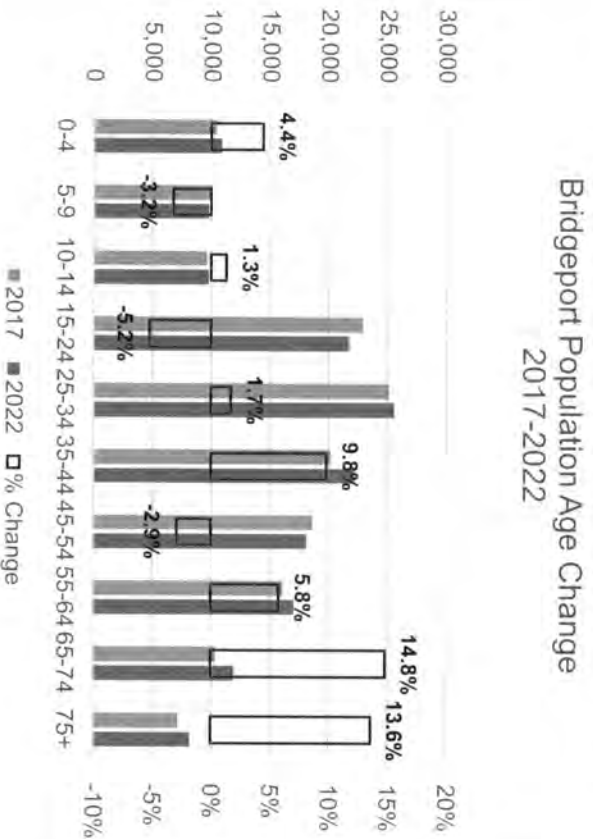
Bridgeport is projected to grow 2.9% or by nearly 4,400 residents between 2017 and 2022 while Fairfield County is projected to slightly outpace Bridgeport's growth over the same period by growing 3.2%. All of Bridgeport's neighborhoods gained population between 2000 and 2017 and are expected to continue growing through 2022. The Northwest neighborhood (06606 zip code) is projected to add the most population, growing at 3.3% and adding 1,638 residents.



Population Change by Age

Bridgeport's projected population age change through 2022 reflects trends throughout the northeast:

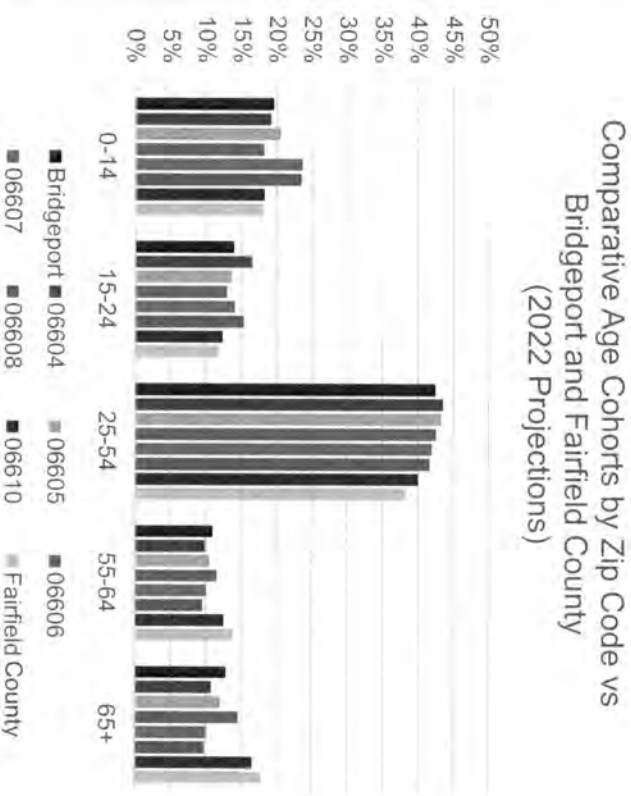
- The large millennial age group starting to age beyond their early 20's and into their early 40's.
- The baby boom generation continuing to age into their late 50's and into their early 70's
- Also of note is the 400-500 population increase projected in the youngest age group 0-4 from 2017-2022, reflecting millennials starting families. This will have implications for elementary school planning.



Population Cohorts by Geography

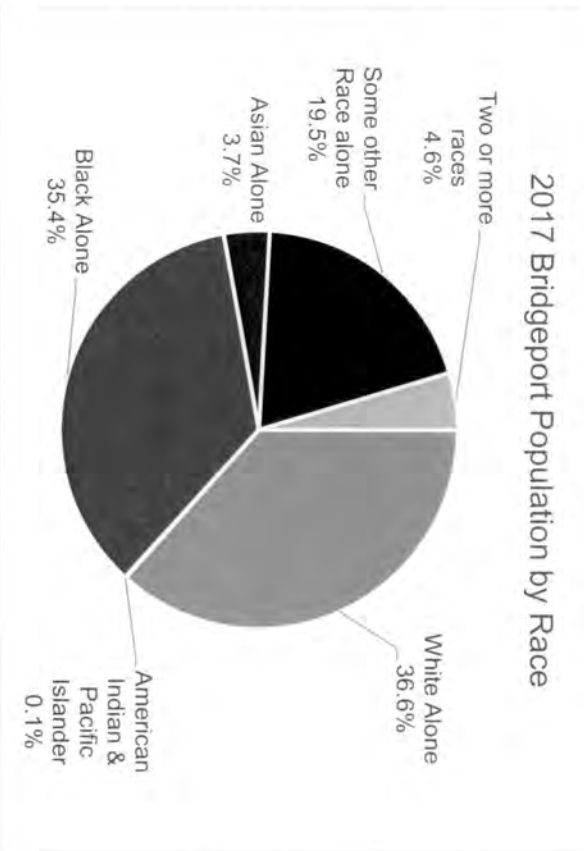
Within Bridgeport, the age variation is not great, with a few exceptions:

- The census tract 706, which includes the downtown, will continue to have a greater proportion of older adults 65+, due to senior housing located there and nearby. However, there will also be a relatively high number of 15-24 year olds and 25-54 year olds.
- Neighborhoods with the most young children are the East Side and East End/Mill Hill.



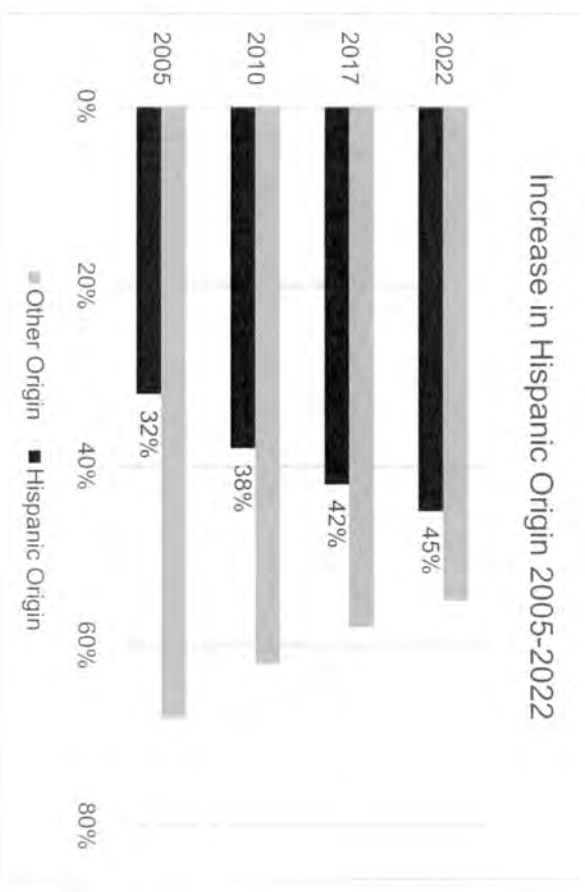
Population by Race

Bridgeport's population is diverse, with roughly one third each non-Hispanic white and African American and another quarter either two or more races or some other race. These percentages are not expected to change significantly in the near future.



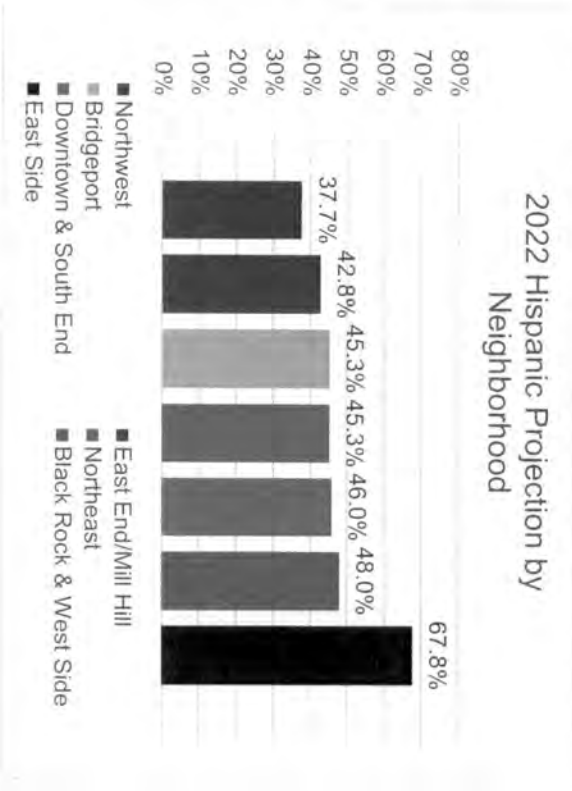
Increasing Trends in Hispanic Population

Population with Hispanic origin has been increasing steadily and is expected to continue to do so through 2022. A majority Hispanic origin population is very possible in the near future.



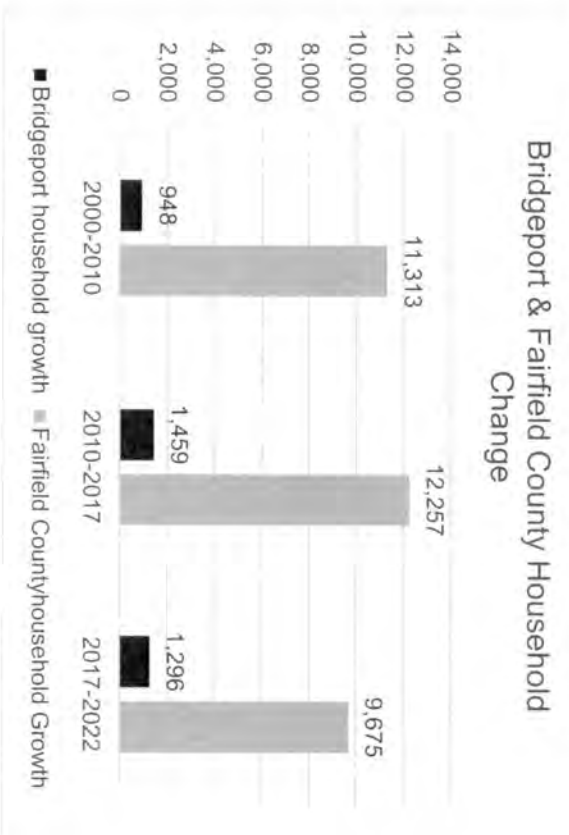
Hispanic Population Projections

All neighborhoods are expected to experience continued growth in Hispanic origin population. The East side population is already majority Hispanic origin, this is expected to increase to nearly 70% by 2022.



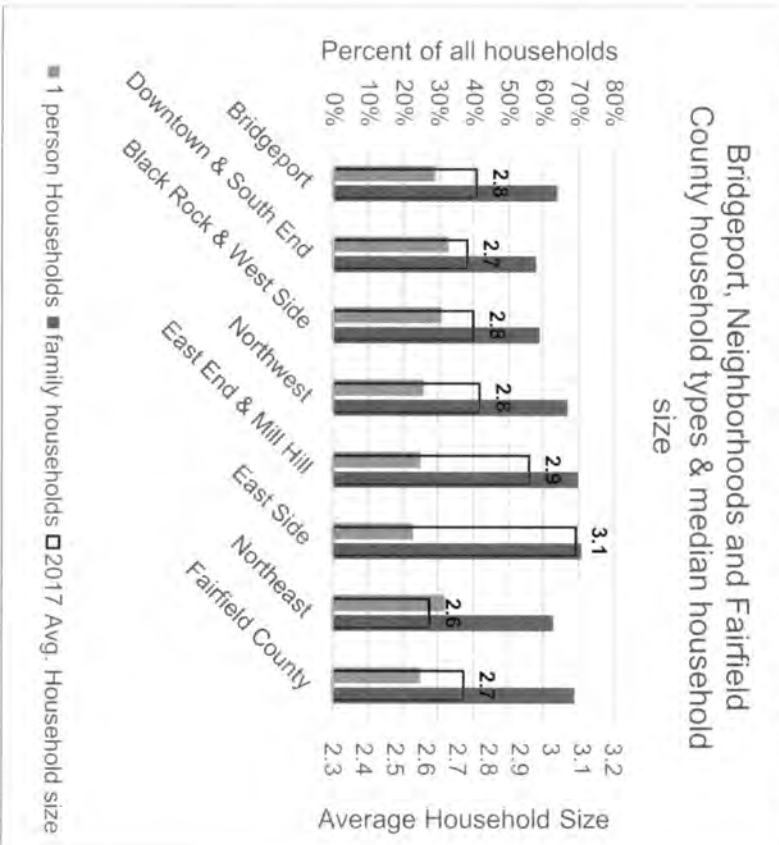
Growth in Households

Bridgeport's growth in households was approximately 50% greater in the seven years between 2010 and 2017 than the decade preceding that period. Household growth in Bridgeport comprises 12% of new households in Fairfield County. This is projected to increase to 13% between 2017 and 2022.



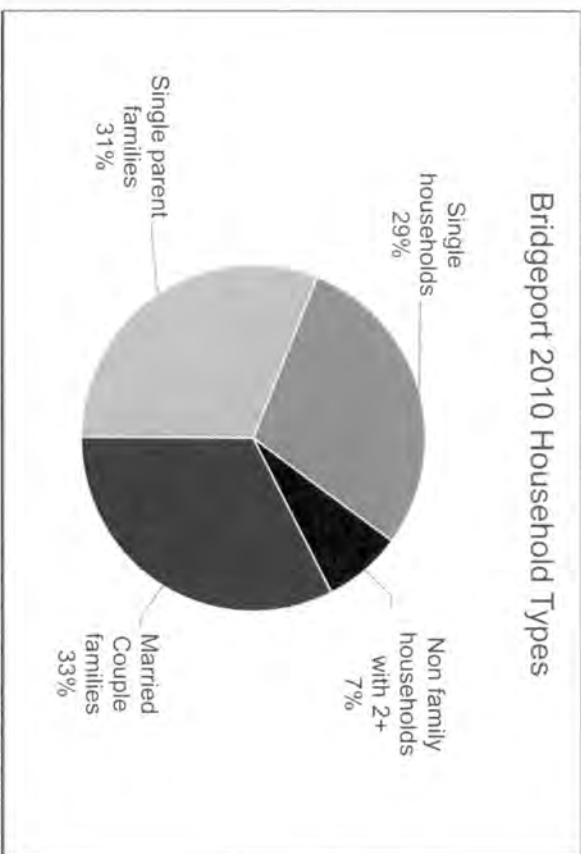
Households by Neighborhood

Family households are found throughout Bridgeport, represented above the city average in the Northwest, East End/Mill Hill, and the East Side. The East End/Mill Hill and the East Side have the largest household sizes at 2.9 and 3.1 persons per household, respectively. Single person households are found more frequently in the Downtown/South End, Black Rock and West Side, and the Northeast.



Households by Type

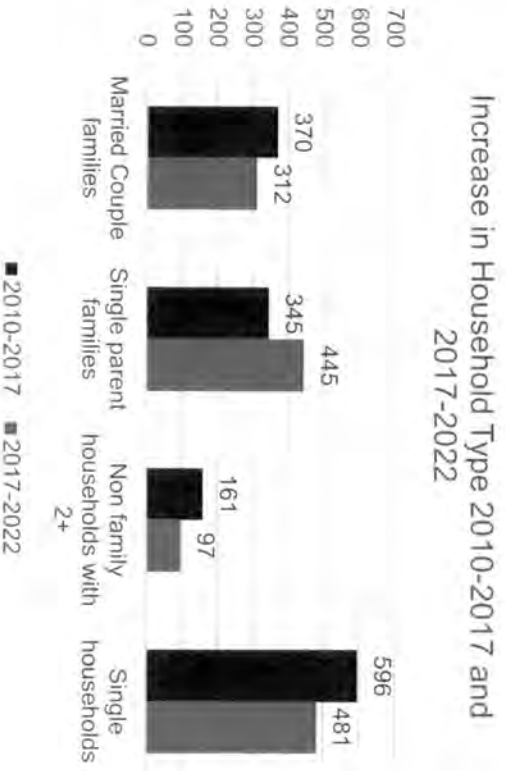
Bridgeport's households are comprised of approximately one-third married couple families, one-third single parent families, and one-third single and non-family households.



Households Trends

As total households are estimated to have grown in Bridgeport through 2017 and to continue growing through 2022, demand for housing can be anticipated to increase as well. Most of the expansion expected will be in households most challenged with ability to pay: singles and single parent families

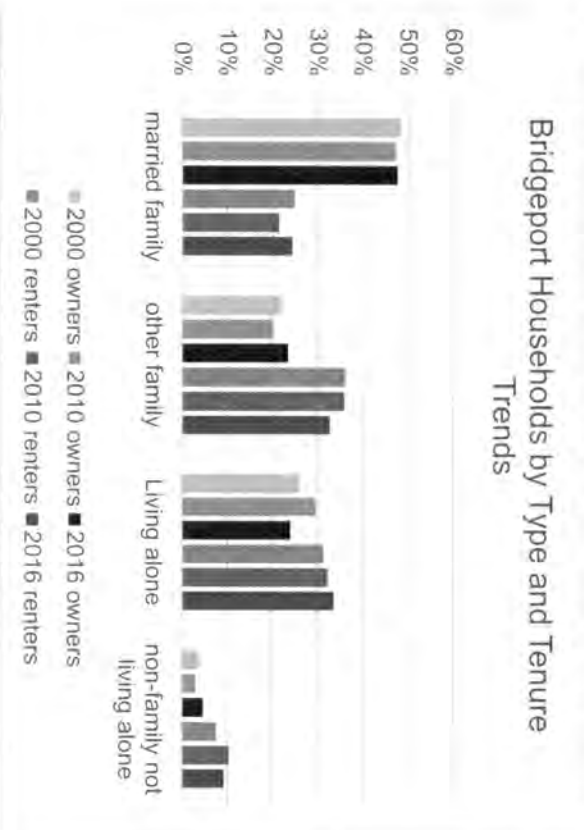
- Single parent households are projected to increase by 445, exceeding the growth in that group by 100 households over the seven-year period preceding it. This represents the most significant area of growth in household type.
- The growth of married family and single households are expected to be less in total number over the five-year 2017-2022 period compared to the previous seven-year period, but annual growth rates will be higher.
- Non-family households (2 or more single adults sharing a home) are expected to experience a smaller growth rate compared to the 2010-2017 period. Regardless, this trend remains positive with 97 additional households projected.



Households by Type and Tenure

Household ownership trends, when factored by household type, have remained fairly consistent with respect to the percent owning versus the percent renting since 2000.

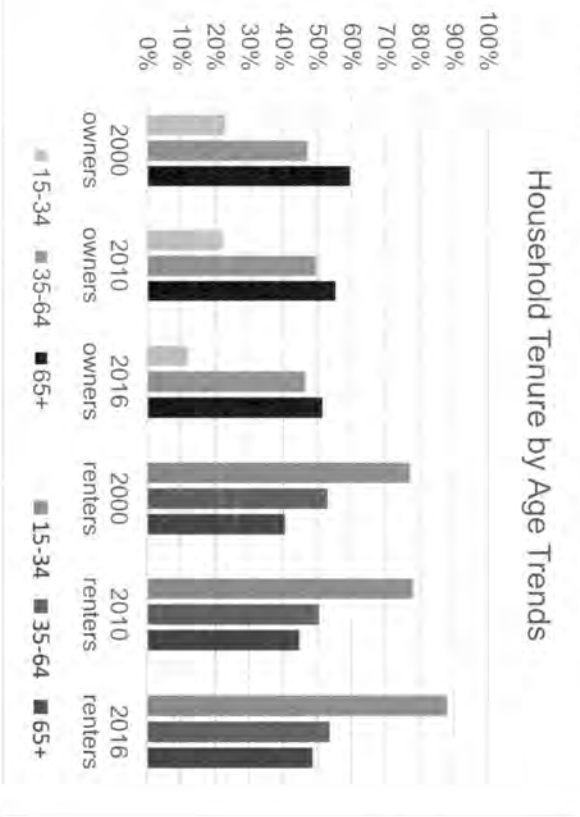
- Married families are the most likely to be homeowners while single headed families (other) households are more likely to be renters. However, significant numbers of married families rent and single headed are homeowners. Mortgage and rent costs affect both.
- Single person households are slightly more likely to be renters.



Households Tenure by Age

Across all age groups there has been a shift from homeownership to rental tenure. This is most true of the youngest households 15-34 where homeownership has decreased from 22.9% in 2000 to 11.9% in 2016.

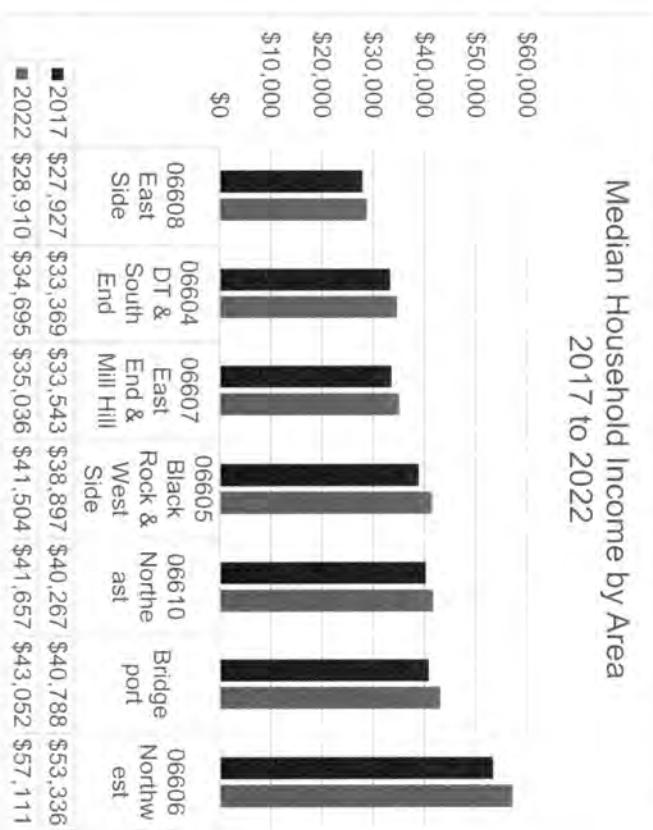
- Ownership tenure of 35-64 prime family-aged households decreased from 49.6% in 2010 to 46.5% in 2016
- Ownership of households 65+ has dropped from 59.5% in 2000 to 51.4% in 2016.
- Factors affecting this trend include affordability constraints and foreclosures.



Household Income by Area

The neighborhoods with lowest 2017 median incomes are the East Side, Downtown and South End, and East End and Mill Hill. 2022 projections show little change in this dynamic, with median household income barely keeping pace with inflation expected over the same period.

The Black Rock and West Side area plus the Northeast have median incomes comparable to the overall Bridgeport median while the northwest neighborhoods enjoy the highest median income, above the city median. This correlates with a higher concentration of single family homes in that area.



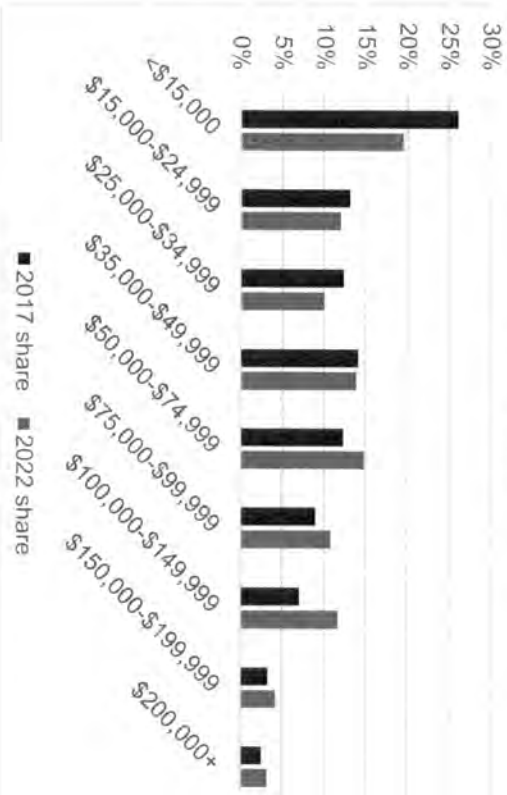
Household Income Trends

Bridgeport median household income clusters to the lower end of the spectrum with nearly 40% of households having a median income of less than \$25,000 in 2017.

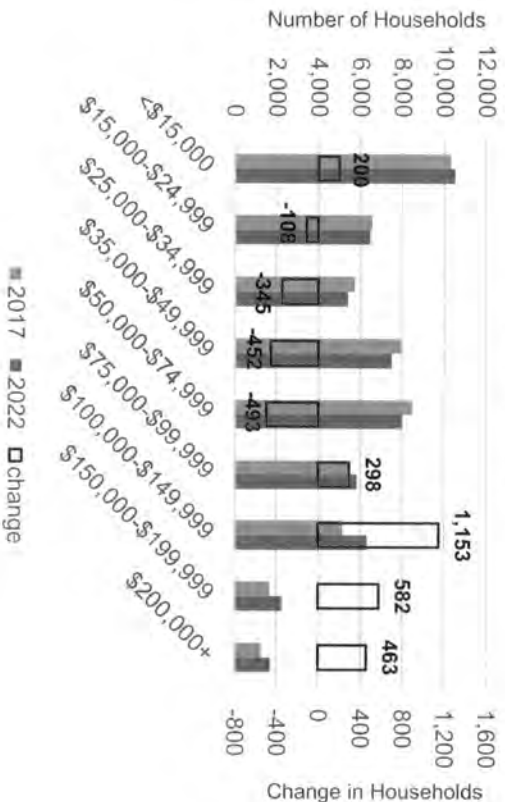
However, the percentage of households earning less than \$50,000 is expected to contract by 2022 while the percentage of households earning more than \$50,000 is expected to grow in every bracket above that income level.

These trends could be attributed to growth in the baby boomer cohort and earnings improvements within that cohort which could exert an upwards influence on distribution of households across income brackets.

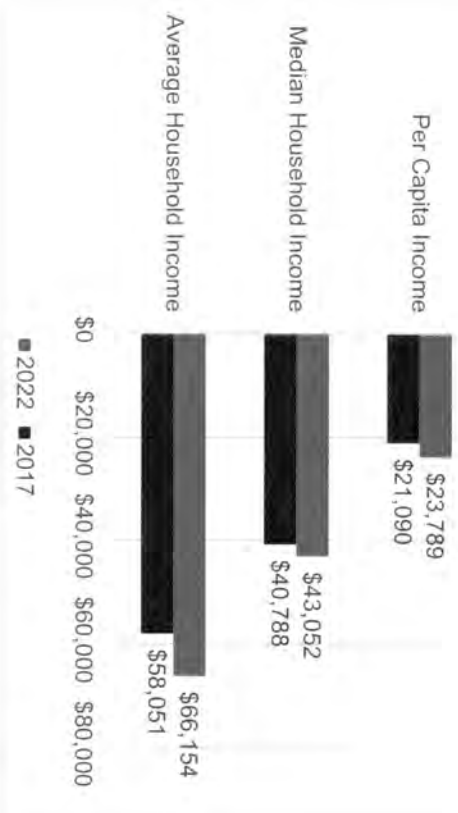
Bridgeport Household Income Shifts
2017-2022



Bridgeport Households by Income
2017 to 2022



Bridgeport Income Trends

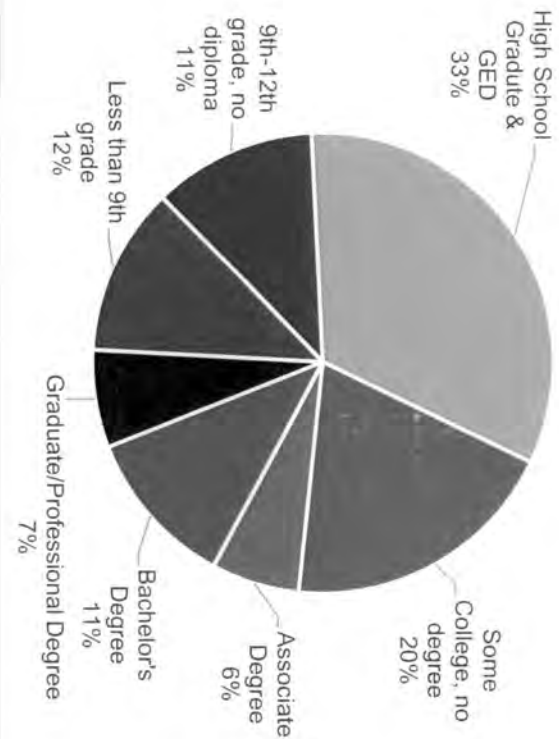


Educational Attainment

Bridgeport remains challenged by low levels of educational attainment. Currently 23% of adults 25 and older do not have a high school diploma, although this is an improvement since 2005 when 28% did not have a diploma.

High school graduates make up the largest sector of the adult population at 33%. The total of those with less than a high school degree and high school graduates is 56%. By contrast, Fairfield County's adult population with the same education level is only 32%.

Population 25+ by Educational Attainment
2017

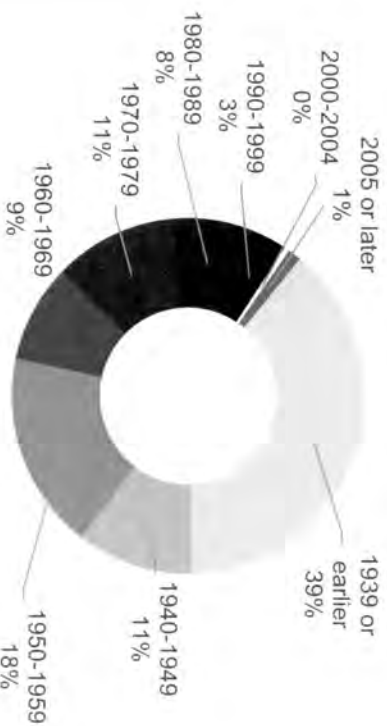


Housing Analysis

Housing Stock

Bridgeport's housing is heavily weighted to older structures. Almost 40% of homes were built before 1940. This is an impediment to demand in cases where homes have not been updated and maintained.

Year Structure Built (2010)

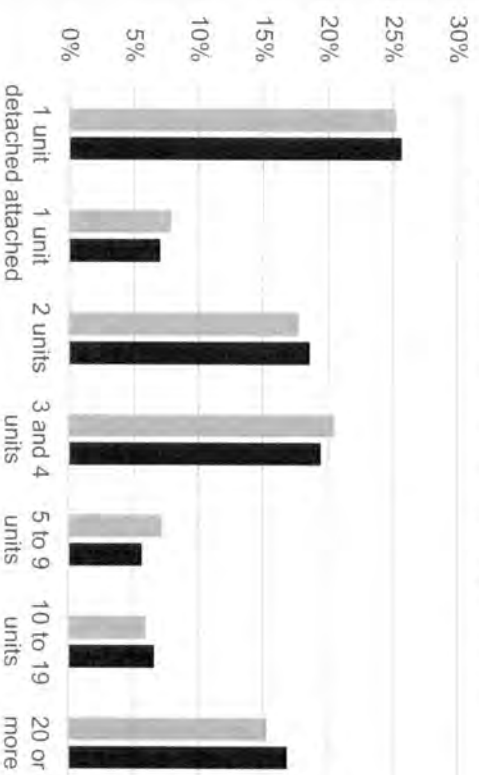


Housing Units

Bridgeport's housing stock remains majority multifamily and is relatively unchanged since 2000.

- Small multifamilies with 2-4 units comprise 38% of all housing units
- While large multi-family units constitute 29% of all units.
- Single family detached homes, some of Bridgeport's newer housing stock, represents just 26% of all homes
- Single family attached, which include townhouse style condos, are only 7% of units.

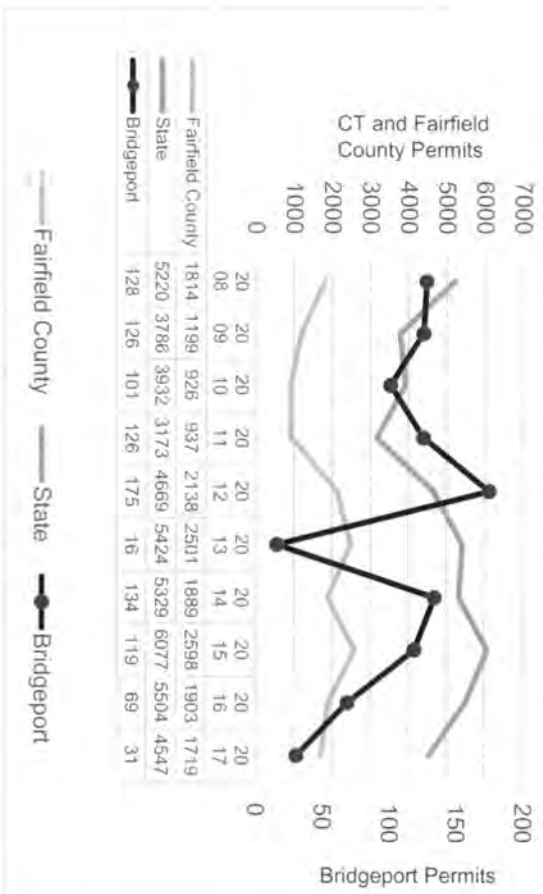
Bridgeport Units per Structure 2000 & 2010



Housing Construction Trends

Statewide, residential construction has not rebounded to pre-recession levels. The recent statewide peak in permits was 2015 when they reached 6,000 before falling in the next two years. In Fairfield County, permits also reached a recent high of 2,600 in 2015 before also falling back the last 2 years. Residential permits in Bridgeport averaged 115 per year from 2008-2015 before also falling back the last 2 years.

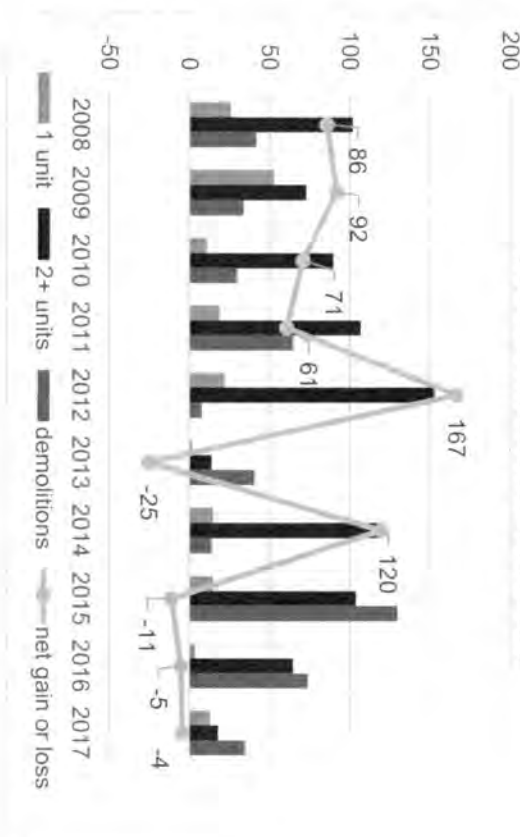
Total permit trends before demolitions



Housing Construction Trends Net Demolitions

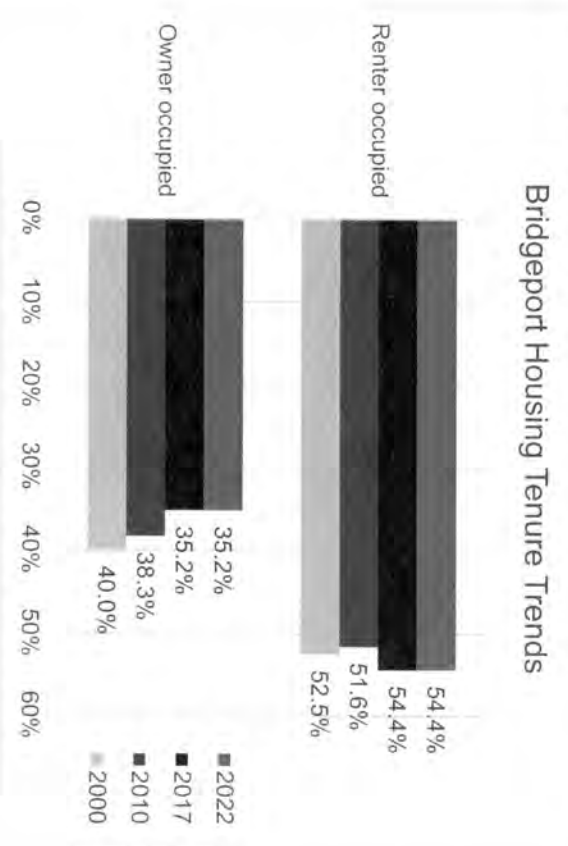
When residential demolitions are considered, on a net basis both Fairfield County and Bridgeport produce less housing than construction permits would suggest. In Bridgeport, demolitions of older vacant housing units outnumbered the number of new permits issued for four of the last 5 years. Nevertheless, cleared lots make new home construction possible: During the last 12 months, MLS (Multiple Listing Service) reports 30 sales of single family lots and 10 multi-family lots approved for 17+ units. Currently listed for sale in MLS are 55 single family lots & 3 multi-family lots zoned for 20 units.

Bridgeport Housing Permit Trends Net of Demolitions 2008-2017



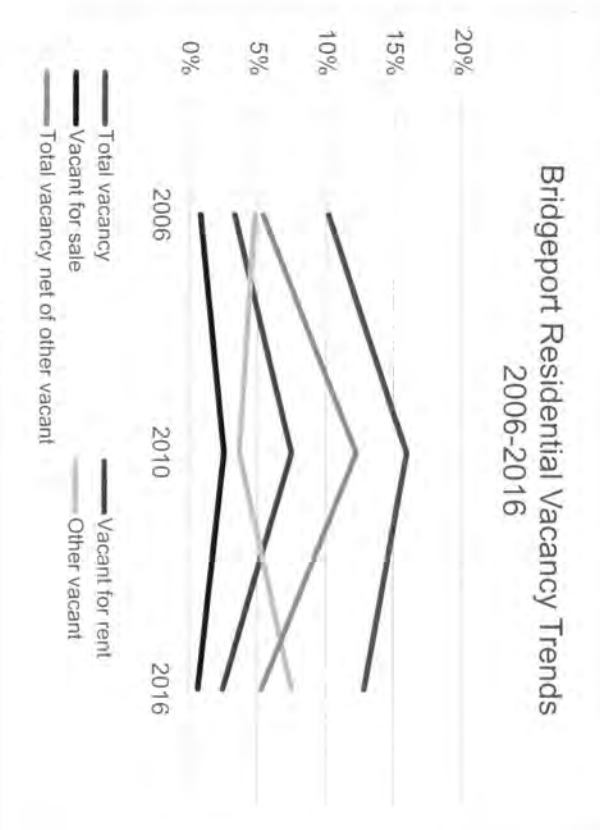
Housing Tenure

Bridgeport housing tenure has shifted slightly in favor of rental occupancy, now 54% versus 35% for owner occupancy. This distribution is expected to remain constant through 2022. Bridgeport lost 2,600 homeowner households between 2010 and 2016 due to recession and foreclosures. Rental households increased by 1,700 during the same time. Many remaining homeowners are struggling with negative equity in their homes.



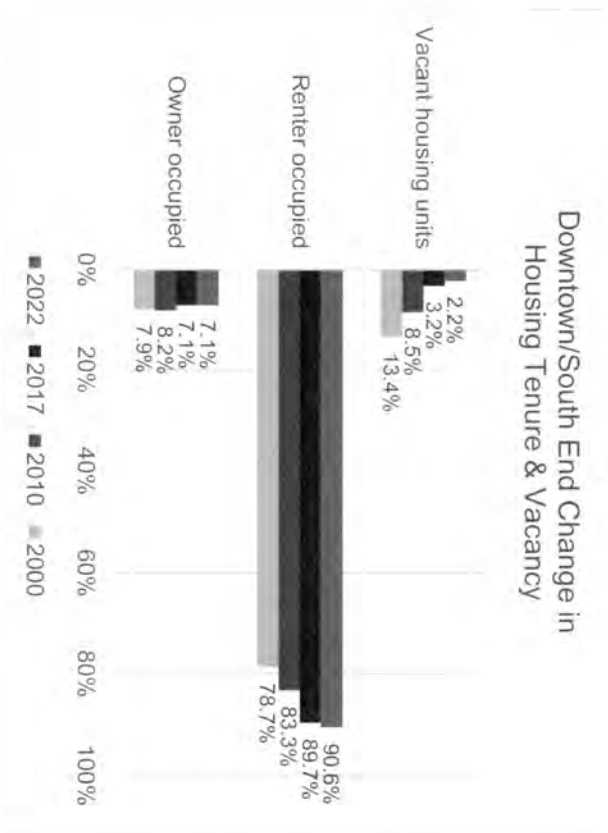
Housing Vacancy

Bridgeport's total vacancy rate remained high at 12.9% in 2016, but this is due to a significant increase in "other vacant" homes, mainly uninhabitable homes or in the foreclosure process, totaling nearly 4,400 units. Net of the "other vacant", the total vacancy rate was 5.4%, indicating a tight market. Rental vacancy was 2.5%, very tight and for sale vacancy was 0.7%.



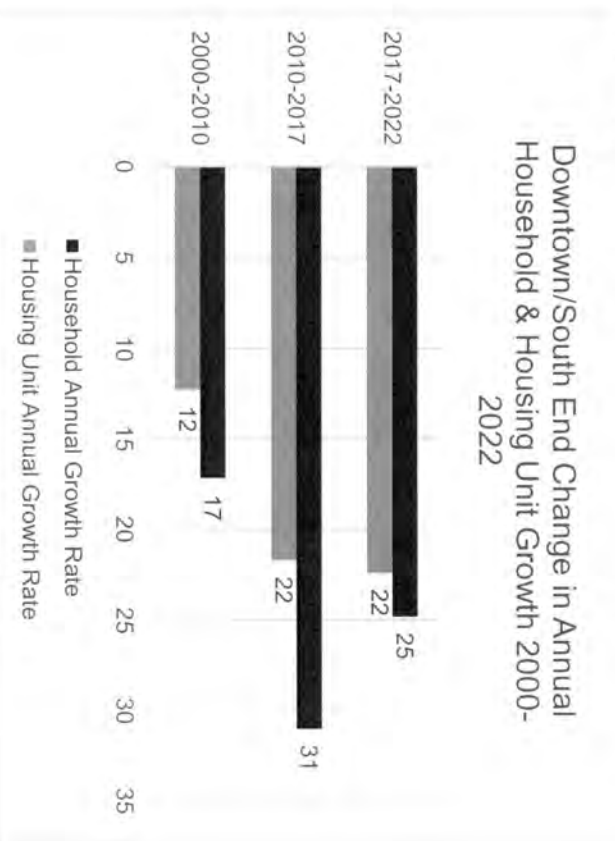
Downtown/South End Tenure and Vacancy

The Downtown/South End remains nearly all rental tenure occupied. Vacancy has decreased significantly since 2000 and is projected to decrease further from 3.2% in 2017 to 2.2% in 2022.



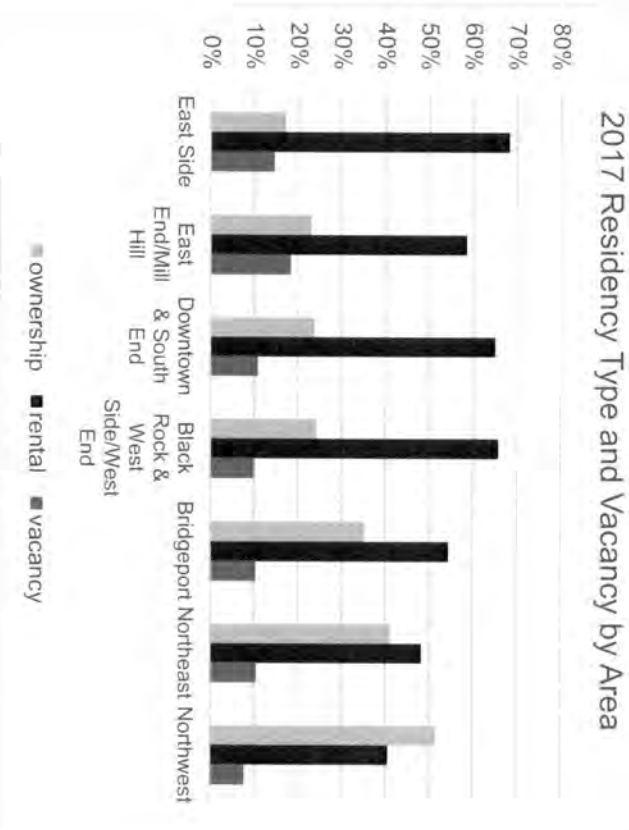
Downtown/South End Household vs Housing Unit Growth

The Downtown/South End has experienced average annual household growth rates that exceed the development of housing. This has resulted in a reduction in the vacancy rate in those neighborhoods, but household growth is projected to slow as housing units become unavailable.



Residency Type and Vacancy by Area

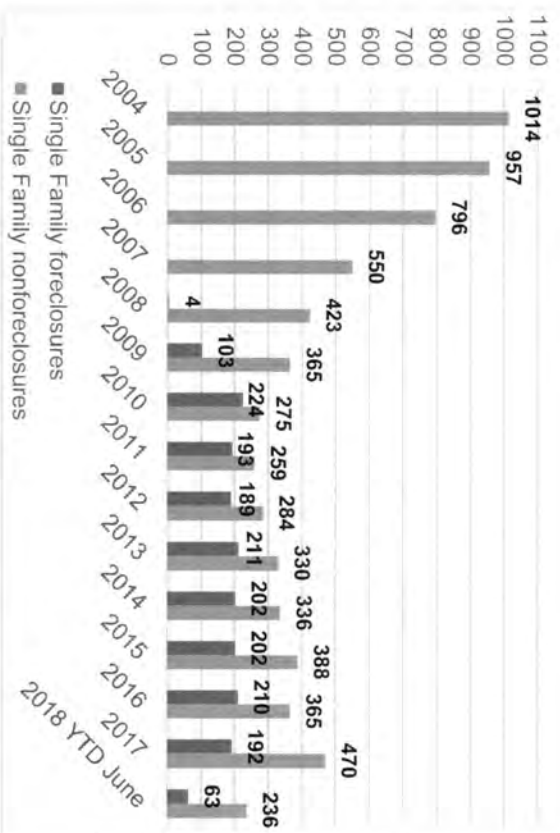
Vacancy runs highest on the East Side and East End/Mill Hill neighborhoods, where rental tenure and foreclosure activity is the highest in Bridgeport. The Northeast and Northwest have the highest homeownership rates, with lower vacancy rates. However, foreclosure activity is high in the Northwest, where homeowners have been struggling with negative equity in their homes, which may impact vacancy rates in the future. Downtown & the South End as well as Black Rock & West Side/West End have lower than Bridgeport's average foreclosure activity, which should help keep vacancy from increasing.



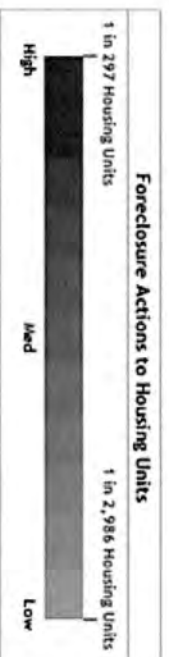
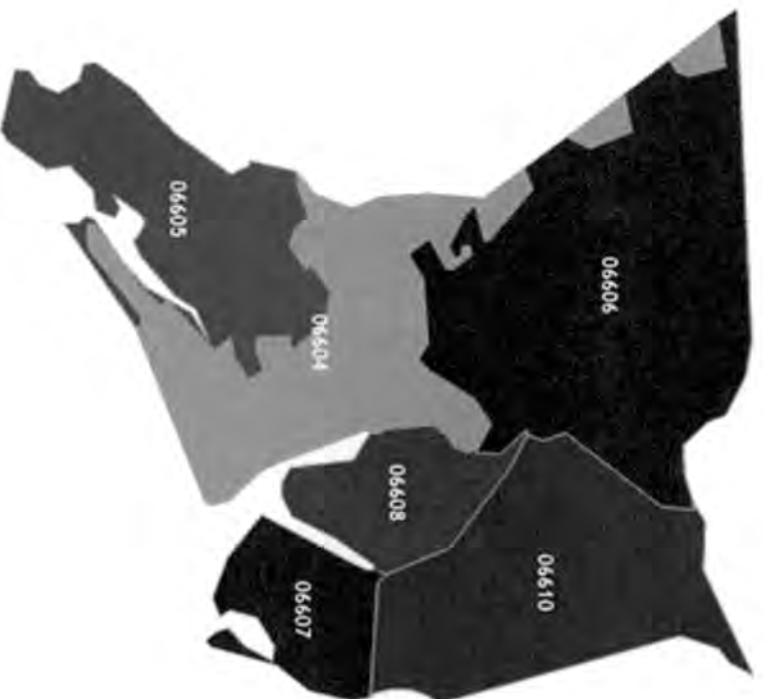
Foreclosure Trends

Bridgeport's single family home market bottomed after the recession in 2011 and has been recovering slowly since then. Burdening the recovery has been foreclosures which have averaged roughly 200/year. Foreclosures attract investors who generally rent the properties, which is reflected in the uptick in rental vs. ownership tenure seen in recent years. MLS currently reports 192 single family listings, which represents a supply of 3-4 months based on 675 total sales during the past 12 months, which is encouraging. A six-month supply is considered a balanced market between buyers and sellers.

Bridgeport Single Family Sales Trends



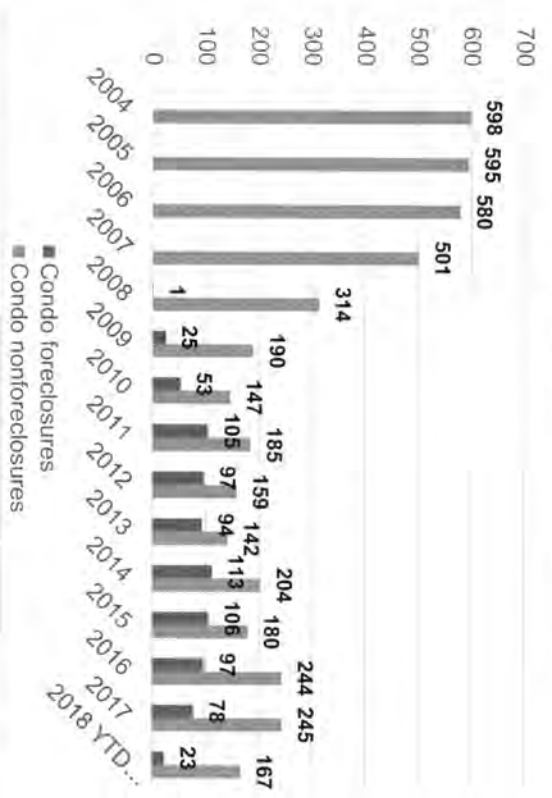
Note: Prior to 2008 MLS did not include an option to list a property as bank-owned or not bank-owned. There were likely some bank-owned sales included in sales shown above 2004-2007.



Condominium Sales

Bridgeport's condominium sales have trended much the same as single family sales pre- and post-recession. After the peak in 2004-2006, the bottom stretched over 2010-2013. Since then sales have been recovering slowly. Similar to single family homes, foreclosures attract investors and more of Bridgeport's condo stock is now rented than owner-occupied. Currently MLS lists 59 condos for sale, representing supply of 2-3 months based on 315 sales over the past 12 months, also very encouraging based on a 6-month supply being considered a balanced market.

Bridgeport Condo Sales Trends

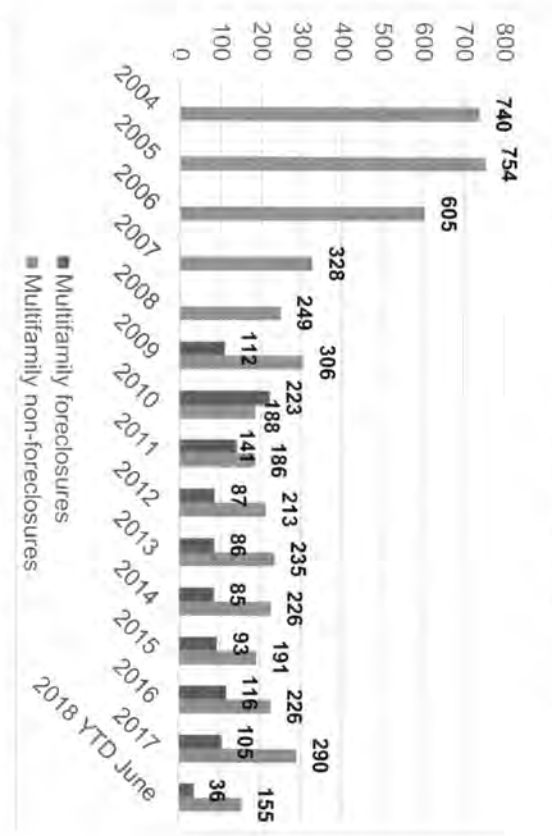


Note: Prior to 2008 MLS did not include an option to list a property as bank-owned or not bank-owned. There were likely some bank-owned sales included in sales shown above 2004-2007.

Multi-Family Sales

Multifamily sales declined precipitously between 2005 and 2008. That market has since stabilized but has not returned to pre-2008 levels. Investors have played a large part in this recovery per discussions with local real estate agents. Pricing needs to improve before much will be reinvested in many of these affordable mainly rental units. However, that seems to be taking place. Currently MLS reports 132 multi-family listings or 4-month supply based on 386 sales during the past 12 months, also favoring sellers.

Bridgeport Multi-family 2-4 unit Sales Trends

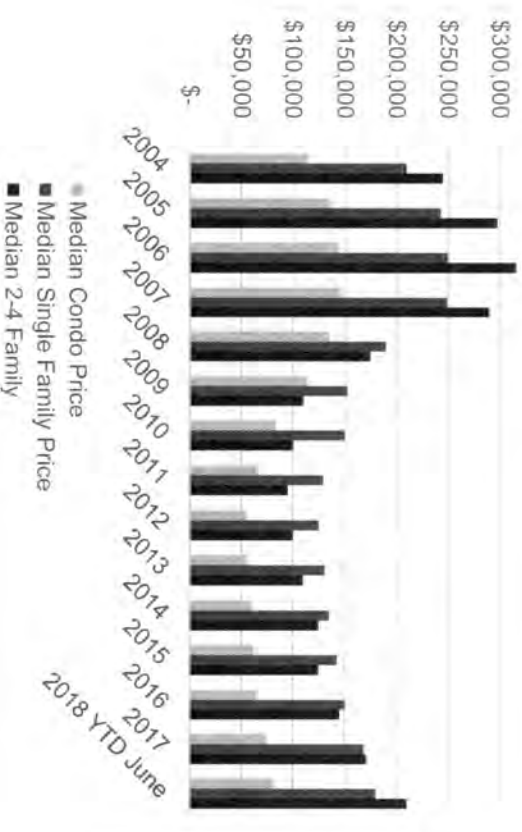


Note: Prior to 2008 MLS did not include an option to list a property as bank-owned or not bank-owned. There were likely some bank-owned sales included in sales shown above 2004-2007.

Sales Price Trends

Price trends all reflect the ongoing recovery from the recession in Bridgeport. Single family median pricing is still 28% below the peak of the bubble but is up 44% from the bottom in 2012 to 2018 year to date. Likewise, median condo price is still down 44% since 2006 but has seen a median price increase of 48% since the bottom in 2012. Multi-families with 2-4 units have fared the best in terms of recovery. While still down 33% from the peak price in 2006, the median has since increased by 121% from the bottom in 2011 to 2018 year to date. Multi-family 2-4 stock offers the first time buyer an affordable means of homeownership and often the ability to house extended family.

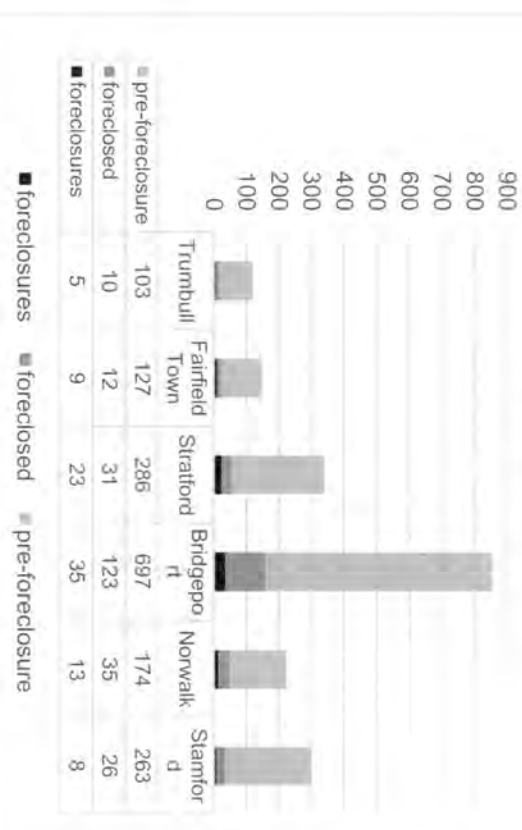
Bridgeport Median Sales Price Trends
by Type



Foreclosures Bridgeport vs. Region

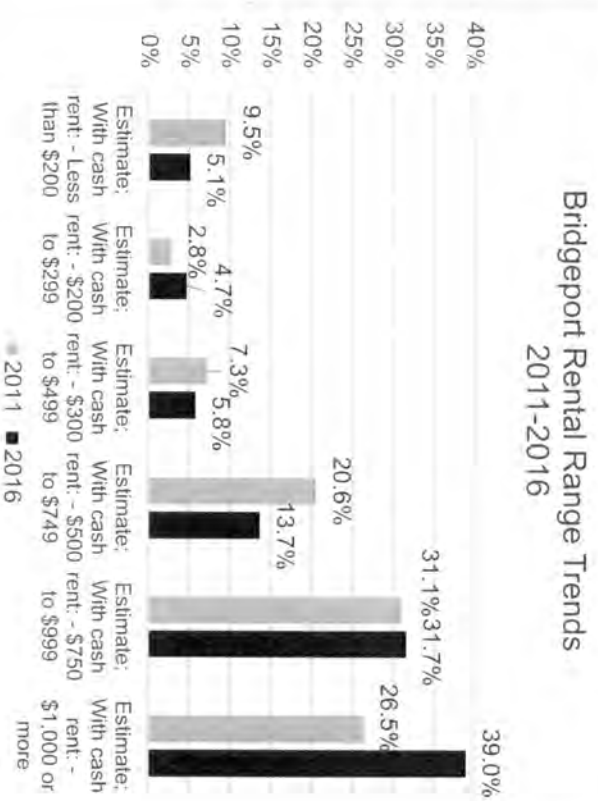
Unfortunately, foreclosures do not show indication of abating in Bridgeport or in the region for some time. Fairfield County currently accounts for 3,000 homes in some stage of foreclosure. Bridgeport's share of this is 855 homes (per Zillow), of which 697 are in the pre-foreclosure stage (the lender has initiated foreclosure proceedings but has not yet taken title). Based on total foreclosure sales reported in MLS of 375 in 2017 (single, condo and multi 2-4 combined), the current backlog of 855 homes would sell in 2-3 more years. However, lenders will likely continue to add to pre-foreclosure inventory. These transactions will continue to depress prices until the backlog is cleared.

Foreclosure in Process Bridgeport vs. Region
(7/26/18)



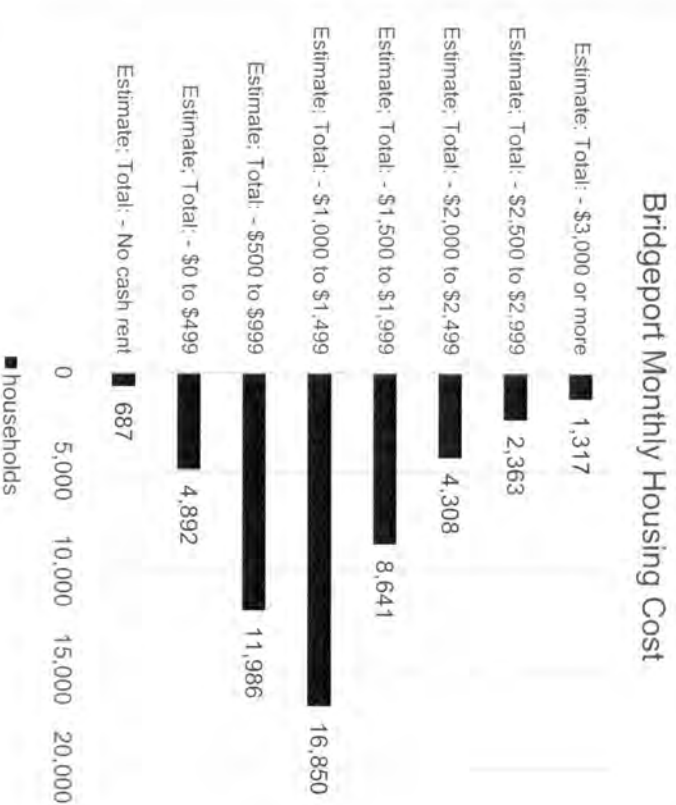
Rental Rate Trends

Despite the recession, or in part because of it, renters are paying more for housing. With challenges to homeownership presented by the downturn and ensuing foreclosures throughout CT, rental tenure has increased while vacancy has decreased, putting upward pressure on rents. In 2016 nearly 40% of renters paid more than \$1,000 for rent as compared to 27% five years earlier. In nearly all the more affordable rent ranges below \$1,000, there were fewer households represented in 2016 as compared to 2011.



Monthly Housing Cost

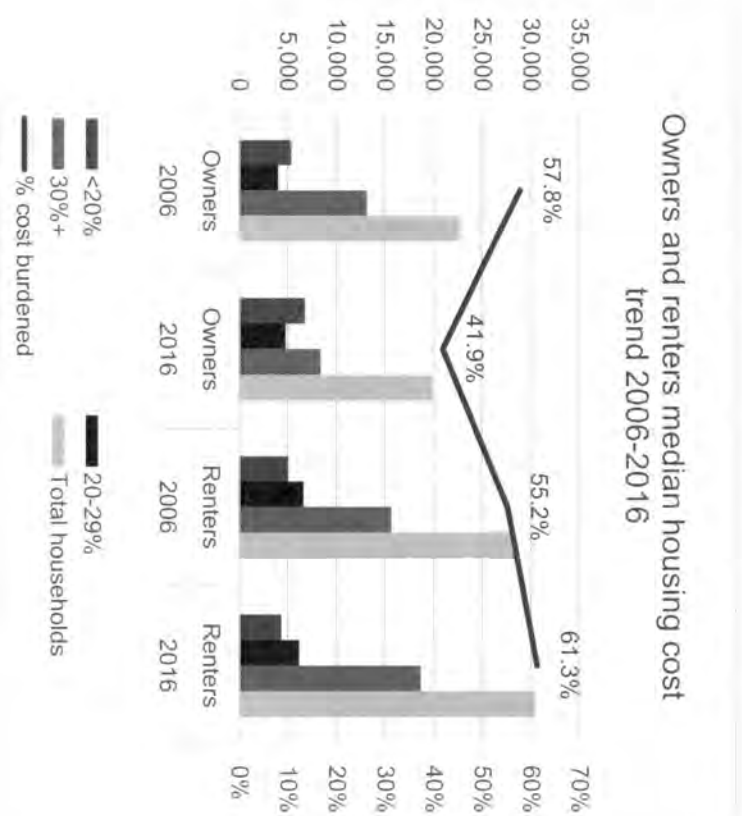
Bridgeport's median annual household income of \$40,788 (per 2017 ESRI estimate) or \$3400/month currently would comfortably support a housing payment for mortgage or rent of \$1,020 at 30%. However, two thirds of households are paying \$1,000 and up, indicating that housing burden in many cases is well in excess of 30%



Housing Cost Trends

Cost-burdened homeowners paying more than 30% of monthly income for their homes have declined since 2006, the height of the housing market for the following reasons:

- Homeowners burdened by 30%+ cost were the most vulnerable in the downturn with many losing their homes and becoming renters.
 - Home buyers since the recession have benefitted from lower prices and interest rates also lowering housing cost as compared to 2006.
 - However, 42% of homeowners are burdened, still a very high number.
- Renters, on the other hand, have seen the number of cost burdened households increase from 55% to 61%. Reasons include:
- Rental households have increased while rental stock has not increased nearly enough to meet demand. Rental households increased by more than 1,700 between 2010 and 2016.
 - Rents have increased as vacancy decreased.



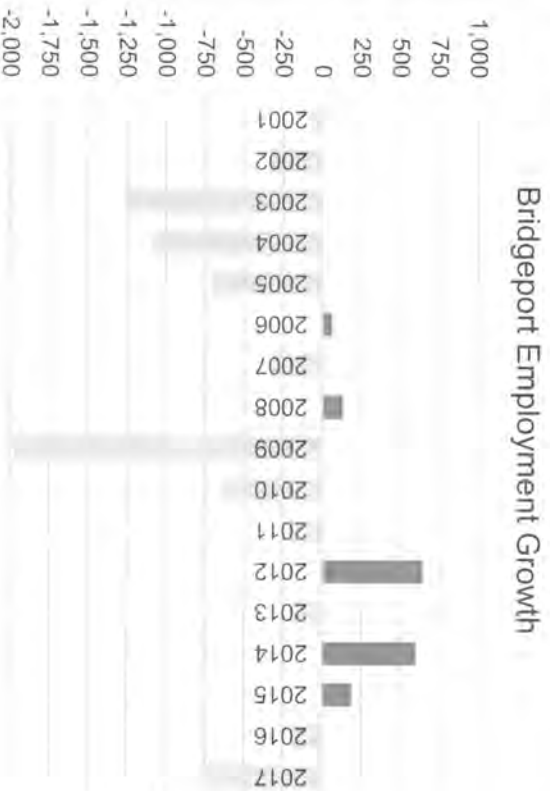
Economic Development Trends

Employment Growth Trends

Bridgeport lost jobs after the 2000 tech bust and was then severely impacted by the 2009-2011 recession. Since 2011, the city has added on a net basis just 276 jobs through 2017. 2017 was particularly difficult with the loss of 774 jobs.

Recent job losses were across several sectors. Chief among the losses from 2016 to 2017 were manufacturing jobs, with 793 lost, government jobs down 309, information down 239, retail trade down 140, leisure & hospitality down 125.

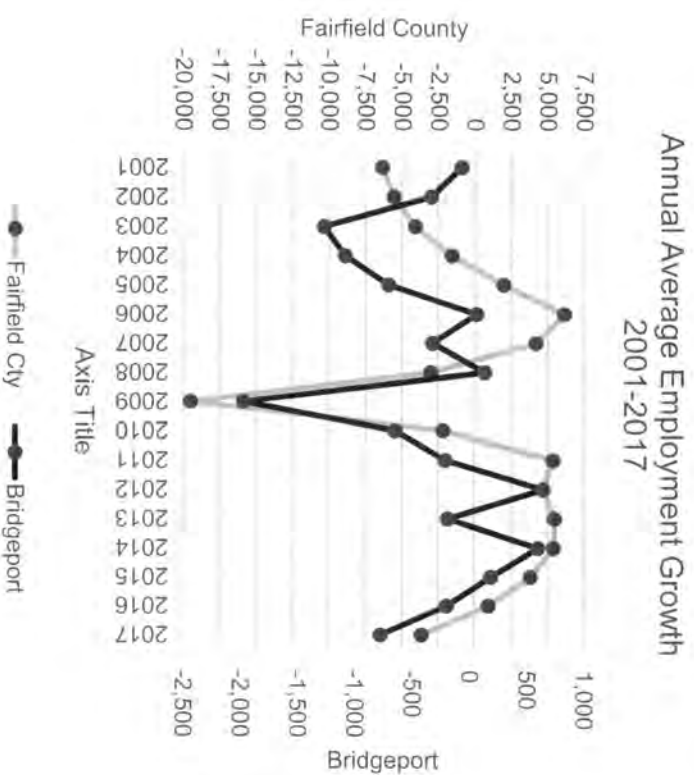
Sectors that added jobs in 2017 over 2016 were health care & social services up 382, construction up 127, administrative & business support and waste management & remediation up 119, other services up 119 and education services up 117.



276 net jobs added post-recession but with a significant loss in 2017.

Employment Growth Trends Bridgeport vs Fairfield County

While both Bridgeport and Fairfield County had been showing recovery since the last recession, trends have been downward since 2014. Job losses have been experienced in Bridgeport in 2016 and 2017. Fairfield County experienced job losses in 2017 for the first time since 2010. Overall, trends in Bridgeport line up closely with that of Fairfield County.

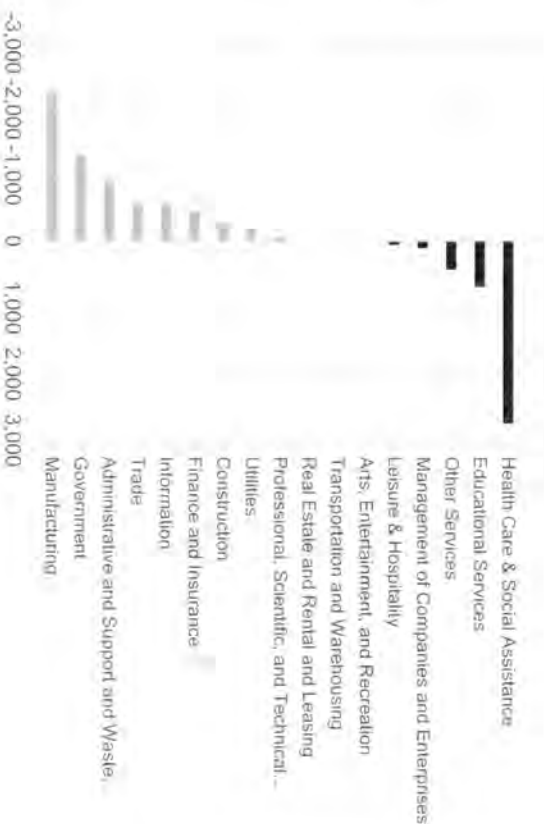


Employment Sector Trends

The primary employment sector trends include an increase in low to average paying jobs (leisure & hospitality, health care & social assistance, other services) and a lack of recovery in higher paying jobs (finance & insurance, professional & business services). The loss of manufacturing jobs, once Bridgeport's mainstay and economic stepping stone, is also a concern. However, the remaining manufacturing jobs now pay better than the average Bridgeport wage. Other notable trends:

- Bridgeport's largest employment sector remains health care. One in three city jobs is in this growing sector.
- Government is the second largest sector, with 61% representing local government (including public education) and 39% federal & state combined. Government sector jobs are shrinking, with Bridgeport shedding more than 900 jobs since 2005.
- Trade is now the third largest sector with 1 in 10 city jobs. However, trade jobs have been declining.
- Manufacturing has declined by nearly half of the 2005 level but is still a significant sector with 8% of jobs.
- Leisure & hospitality employment represents 5% of all jobs.
- The finance and insurance sector contracted from 6% of all jobs pre-recession to 4% in 2017.
- Administrative & support services, mainly back office jobs supporting other companies' operations, decreased 34%
- Other services and educational services (private) both witnessed increases while professional and business services remained essentially unchanged.
- Construction jobs fell 18% reflecting of the slow recovery in the real estate market.

Bridgeport Employment Sector Gains and Losses
(2005-2017)



Manufacturing Sector

Bridgeport's manufacturing businesses range in employment size from one-person shops to companies employing 100 or more. As of December 2016:

- The median employment of a manufacturing business was 19 employees.
- The largest sector with 19 units was retail bakeries with total employment of 213.
- The second largest sector with 18 units was commercial printing with total employment of 268.
- Tied for third were machine shops and kitchen cabinet and countertop manufacturing each with 16 businesses employing at total of 254 workers.
- Other businesses with large employment include surgical and medical manufacturing (315); ship building & repair (300) & wiring device manufacturing (225).

Bridgeport's 2017 annual average manufacturing wage of \$55,938 is not available by type of manufacturing. However, that information is available for Fairfield County where the overall manufacturing average was \$93,822. Annual average 2017 wage by manufacturing sector for Fairfield County:

- Food manufacturing (including bakeries) \$45,609
- Printing & Related \$57,714
- Fabricated metal products (including machine Shops) \$65,743
- Furniture & related (including cabinets & countertops) \$60,217

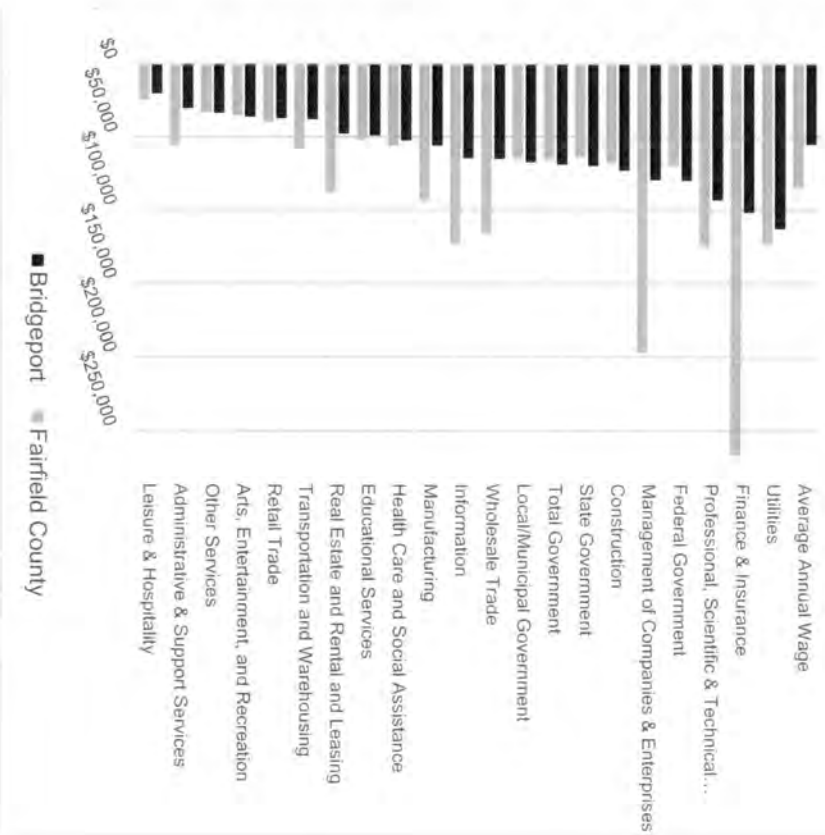
Average Bridgeport manufacturing wage declined from \$64,280 in 2016 to \$55,938 in 2017, a 13% decline, indicating jobs lost were higher paying ones.

Bridgeport's Largest Employment Sectors	2017 Annual Avg. Jobs	Jobs Change from 2005	Percent Change from 2005
Total Employment	42,178	(2,685)	-6.0%
Health Care & Social Assistance	12,875	2,741	27.0%
Total Government	7,412	(1,325)	-15.2%
Trade	4,071	(585)	-12.6%
Manufacturing	3,254	(2,295)	-41.4%
Leisure & Hospitality	2,179	60	2.8%
Finance and Insurance	1,818	(439)	-19.5%
Administrative & Support Services	1,812	(924)	-33.8%
Other Services	1,623	434	36.5%
Educational Services	1,499	691	85.5%
Construction	1,306	(298)	-18.6%
Professional, Scientific, & Technical Services	1,100	(57)	-0.5%

Average Wage by Employment Sector

Finance & insurance continues to be the major high-income sector in Fairfield County. Mid-paying industries ranging from government to real estate are the backbone of the county and city economy. Bridgeport lags the county in most employment sectors but does show higher wages in both government jobs and construction.

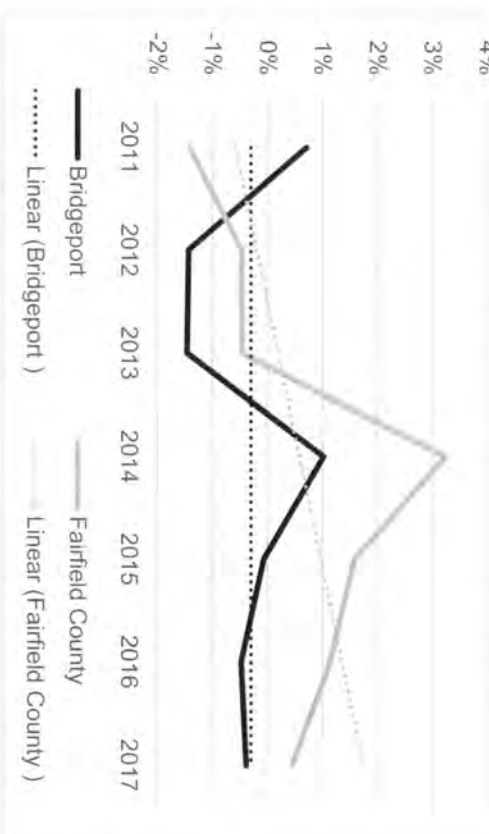
Bridgeport vs Fairfield County Average
2017 Annual Income by Sector



Labor Market Trends

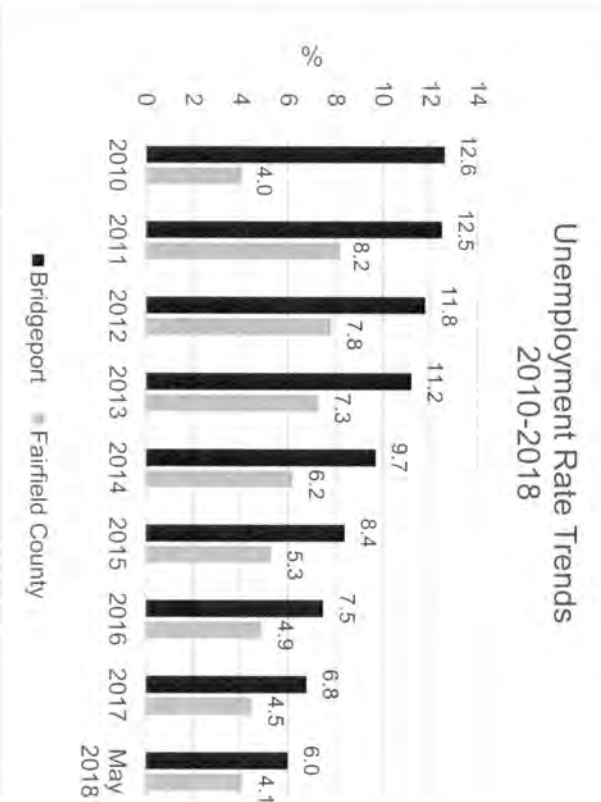
Bridgeport's labor force level recovered somewhat after the recession but has trended down 1% since 2014. Meanwhile, Fairfield County's labor force is still growing post-recession, but the rate of growth has slowed considerably.

Labor Force Growth Trends 2011-2017



Unemployment Rate Trends

Unemployment rates have fallen steadily in both Bridgeport and Fairfield County. Bridgeport's rate is 6.8% compared to a statewide rate of 4.3% and national rate of 3.6% (May 2018). Bridgeport has significantly closed the gap with Fairfield County from a difference of 8.6 percentage points in 2010 to 2.1 percentage points in 2018.



Level of Distress

According to Connecticut General Statute, a distressed municipality is identified based on "high unemployment and poverty, aging housing stock and low or declining rates of growth in job creation, population, and per capita income."

The Department of Economic and Community Development also ranks communities based upon: 1) Level of Per Capita Income, 2) percentage of population with high school degree and higher and 3) Per Capita Adjusted Equalized Net Grand List to arrive at its ranking.

In 2017, Bridgeport ranked 7th among Connecticut cities in terms of economic distress. In 2004 Bridgeport was ranked #4, so there has been some progress made relative to other cities. By comparison, New Haven moved from #5 to #20 between 2004 and 2017 and Hartford improved from #1 to #6, one notch worse than Bridgeport.

2017 Distressed Municipalities List

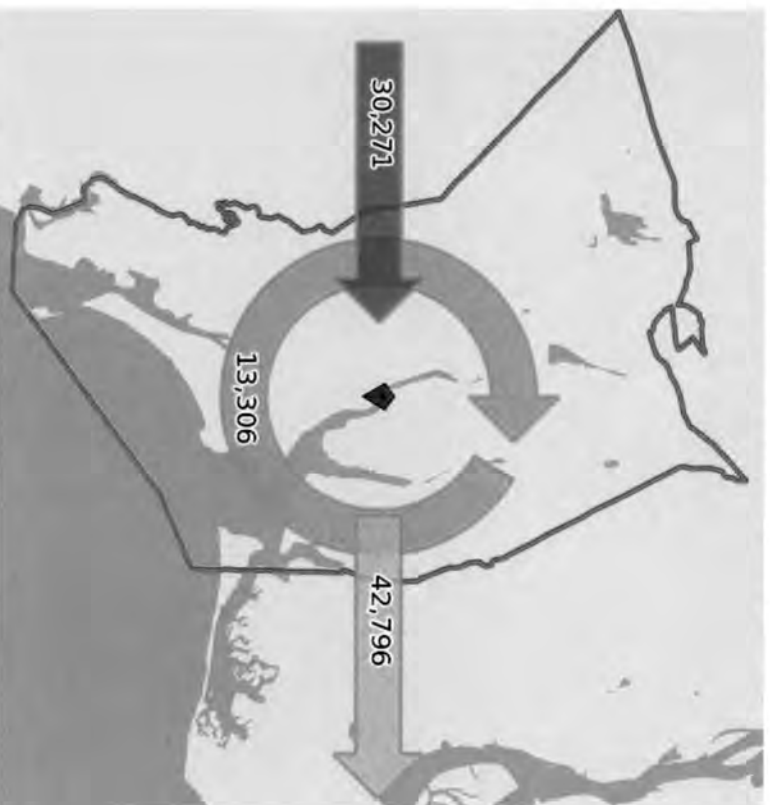
Municipality	Score	Rank
New London	1422	1
Ansonia	1421	2
Waterbury	1404	3
Derby	1364	4
New Britain	1359	5
Hartford	1336	6
Bridgeport	1302	7
Putnam	1288	8
East Hartford	1280	9
West Haven	1270	10

Bridgeport Commuting Patterns (2015)

Bridgeport had 43,577 full and part-time jobs in 2015. Of those jobs, 30,271 (69%) were filled by commuters from outside Bridgeport while Bridgeport residents filled 13,306 (31%) of the jobs. Bridgeport is home to 56,102 workers, 42,796 of which commute outside the city for work.

The top commuting destinations for Bridgeport workers who commute outside of Bridgeport include Stratford, Norwalk, Trumbull, Stamford, Milford, Shelton, New York City, Westport and New Haven.

The most common home of workers who hold jobs in Bridgeport, after Bridgeport itself, include Stratford, Shelton, Milford, Trumbull, Norwalk, West Haven, New Haven, Stamford and Waterbury.



Commuting Patterns: Jobs and Workers in Bridgeport

Where Workers Who Live in Bridgeport Are Employed (2015)

	Count	Share
Bridgeport	13,306	23.7%
Stratford	3,915	7.0%
Norwalk	3,512	6.3%
Trumbull	2,747	4.9%
Stamford	2,688	4.8%
Milford	2,441	4.4%
Shelton	2,271	4.0%
New York City	1,815	3.2%
Westport	1,527	2.7%
New Haven	1,475	2.6%
All Other Locations	20,405	36.4%

Where Workers Who are Employed in Bridgeport Live (2015)

	Count	Share
Bridgeport	13,306	30.5%
Stratford	3,648	8.4%
Shelton	2,171	5.0%
Milford	2,068	4.7%
Trumbull	1,991	4.6%
Norwalk	1,122	2.6%
West Haven	1,062	2.4%
New Haven	853	2.0%
Stamford	723	1.7%
Waterbury	619	1.4%
All Other Locations	16,014	36.7%

Mobility & Infrastructure

Bridgeport's mobility infrastructure is comprised of auto, rail, bus, freight, marine, and air travel resources.

Highways and Roadways

The highway network includes:

- Interstate 95
- State Routes 8 and 25
- Direct connections to Route 15 (Merritt Parkway)

Other primary state and US roadways include:

- US Route 1
- CT Routes 111, 127, 130, 700, 730, 731

Other important transportation corridors within Bridgeport include:

- Barnum Avenue
- Berkshire Avenue
- Brooklawn Avenue
- Capitol Avenue
- Lafayette Square
- Madison Avenue
- Main Street
- Seaview Avenue

Commuter Rail Infrastructure

Bridgeport is served by Metro-North, Amtrak, and Shore Line East at Bridgeport Station. Ridership at Bridgeport Station was 3,025 per day in 2013. Typical travel times to key destinations are as follows:

- New York City Grand Central Station: ~80 Minutes +
- Stamford: ~30 Minutes +
- New Haven: ~30 Minutes
- Hartford: ~90 Minutes +

Local Bus Service

Greater Bridgeport Transit (GBT) operates 19 routes with service in or to Bridgeport. Most routes operate at a frequency of 30 minutes or less. Routes operate from the Bridgeport Transportation Center opened in 2007 adjacent to Bridgeport Station. The service has been adversely impacted by state funding cuts over last several years.

Intercity Bus Service

Intercity Bus Service is provided by Peter Pan and Greyhound Bus Lines which operates from the Bridgeport Transportation Center.

Marine Transport

Bridgeport Harbor has one of three deep water ports in Connecticut. The port accommodates freight traffic in addition to a commuter ferry service, the Bridgeport & Port Jefferson Ferry, which operates up to hourly service to Port Jefferson, Long Island. Travel time is approximately 1 hour and 15 minutes. In 2013 the ferry carried approximately 450,000 vehicles and 1.3 million passengers. The ferry terminal will be relocated from its current location across the harbor to Seaview Avenue.

Air Transportation

The City owns Sikorsky Memorial Airport in Stratford. The airport has recently undergone upgrades to add safety infrastructure. The airport is undergoing a masterplan with the aims to identifying improvements necessary to attract and support commercial airline operations.

Vehicular travel-time to regional commercial airports:

- Laguardia / JFK = ~1 Hour +
- Newark: ~1 Hour 15 Minutes +
- Bradley: ~1 Hour +
- New Haven: 30 Minutes
- Westchester County: 45 Minutes

Bridge Infrastructure

The city has forty-one (41) listed municipal bridges (see table below). In addition to these local bridges, the City has a number of bridges that serve state and interstate highways.

Bridge Number	Feature Carried	Feature Intersected	Structure Type
04194	Capitol Avenue	Rooster River Overflow	01 - Slab
04203	Brewster Street	Ash Creek	01 - Slab
04225	State Street Extension (Commerce Drive)	Ash Creek	02 - Stringer/Multi-beam or Girder
04226	Arctic Street	Pembroke Lakes	11 - Arch - Deck
04227	Island Brook Ave	Pequonnock River	04 - Tee Beam
04252	E. Washington Ave	Pequonnock River	16 - Movable - Bascule
04946	Hughes Avenue	Rooster River	19 - Culvert (includes frame culverts)
04947	Astoria Avenue	Rooster River Overflow	19 - Culvert (includes frame culverts)
04948	Laurel Avenue	Rooster River Overflow	19 - Culvert (includes frame culverts)
06112	Berkshire Avenue	Pequonnock River	06 - Box Beam or Girders - Single or Spread
06146	Laurel Avenue	Rooster River Conduit	19 - Culvert (includes frame culverts)
015001	Anton Street	Horse Tavern Brook	01 - Slab
015002	Arlington Street	Ox Brook	01 - Slab
015003	Barnum Avenue	Yellow Mill Channel	01 - Slab
015004	Chopsey Hill Road	Island Brook	19 - Culvert (includes frame culverts)
015005	Chopsey Hill Road	Island Brook	01 - Slab
015006	Clark Street	Ox Brook	01 - Slab
015007	Cleveland Avenue	Rooster River	
015008	Cleveland Avenue	Ox Brook	01 - Slab
015009	Crescent Street	Yellow Mill Pond	19 - Culvert (includes frame culverts)
015010	Cumberland Drive	Island Brook	19 - Culvert (includes frame culverts)
015011	Dexter Drive	Island Brook	19 - Culvert (includes frame culverts)
015012	Griffin Avenue	Island Brook	01 - Slab

015013	Lakeside Drive	Island Brook	19 - Culvert (includes frame culverts)
015014	Lincoln Avenue	Ox Brook	19 - Culvert (includes frame culverts)
015015	Madison Avenue	Horse Tavern Brook	01 - Slab
015016	Madison Avenue	Ox Brook	19 - Culvert (includes frame culverts)
015017	Madison Avenue	Ox Brook	01 - Slab
015018	Norman Street	Ox Brook	19 - Culvert (includes frame culverts)
015019	Old Town Road	Horse Tavern Brook	01 - Slab
015020	Park Avenue	Ox Brook	19 - Culvert (includes frame culverts)
015021	Platt Street	Island Brook	19 - Culvert (includes frame culverts)
015022	Pond Street	Island Brook	01 - Slab
015023	Saunders Avenue	Island Brook	01 - Slab
015024	Savoy Street	Ox Brook	19 - Culvert (includes frame culverts)
015025	Savoy Street	Ox Brook	01 - Slab
015026	Valley Avenue	Island Brook	01 - Slab
015027	Vincelette Street	Horse Tavern Brook	19 - Culvert (includes frame culverts)
015028	Woodrow Avenue	Island Brook	01 - Slab
015029	Wood Avenue	Ox Brook	19 - Culvert (includes frame culverts)
015030	Capitol Avenue	Ox Brook	19 - Culvert (includes frame culverts)

Planned Transportation Projects

The following transportation projects are identified in MetroCOG's 2018-2021 Transportation Improvement Plan:

- Bridgeport HS Ferry Terminal – under construction
- Rehab of BR 02475- CT Route 130 Over Pequonnock river – 2018 construction
- Washington Ave Traffic Signal Upgrades – 2018 construction
- Lafayette circle realignment and SR 700 improvements – 2020 planned construction
- Seaview Ave corridor – 2019 construction
- Pequonnock River Trail ext. – 2019 construction
- Park Ave traffic signal upgrades – 2020 construction
- MNR Bridge Rehab – 2020 construction

The following transportation projects are identified in MetroCOG's 2015-2040 Long Range Transportation Plan:

- I-95 operational lanes
- US Route 1 Intersection improvements
- Steel Point Bridgeport Landing
- Route 130 Reconstruction Project
- SR Reconstruction Project
- Replace Congress Street Bridge (currently out)
- I-95 Ramp Metering/HOV/Ramp Closures Study
- Seaview Avenue Transit Way Project
- Bridgeport Harbor Dredging

Additional transportation improvement plans and projects include:

- On-going track work on New Haven Line to improve reliability of rail service to NYC and other stations
- MetroCOG identified Bridgeport Port as key asset and identified the potential of a feeder system tied to Port of NY/NJ
- MetroCOG identified premium Bus Rapid Transit (BRT) and/or Arterial Rapid Transit (ART) in these Bridgeport corridors as goals:
 - Stratford and Fairfield via Bridgeport Downtown
 - Shelton/Derby Rail Station to Bridgeport Downtown
 - Route 25 corridor to Bridgeport Downtown

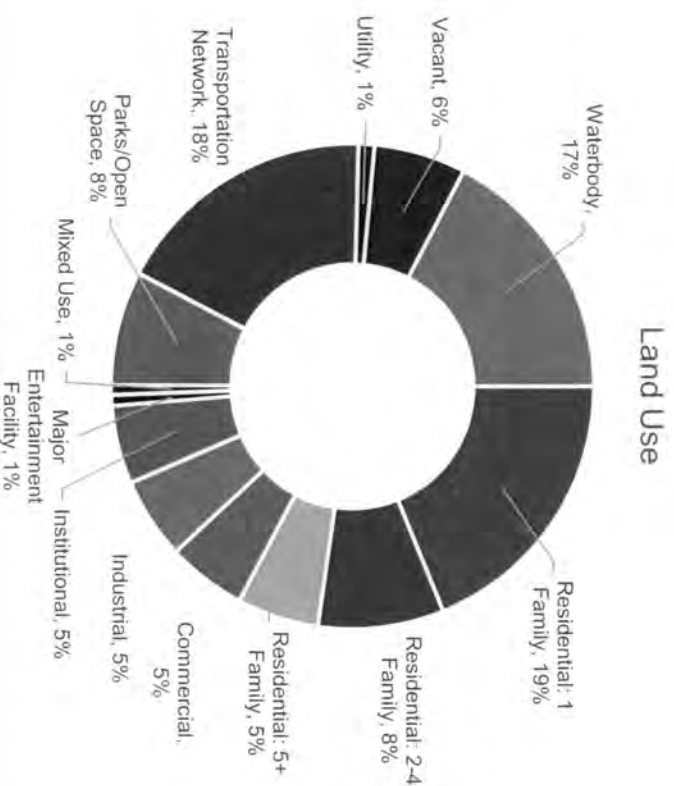
Land Use and Zoning

Bridgeport's land use and zoning are typical of a city; there is a mixture of residential, commercial, industrial, institutional land and open space and zoning districts which support those uses.

Land Use

The city's land use is comprised of hundreds of unique uses, but these can be grouped into classes which have similar characteristics regarding their intensity of use. The following table and chart at right demonstrate the share of these uses across the city. Of these uses, residential uses, when aggregated, comprise the most typical land use in Bridgeport. Second to that is the city's transportation network which occupies 18% of Bridgeport's area.

Land Use	Acres	Percent
Residential: 1 Family	2,350	19%
Residential: 2-4 Family	1,050	8%
Residential: 5+ Family	681	5%
Commercial	661	5%
Industrial	678	5%
Institutional	646	5%
Major Entertainment Facility	89	1%
Mixed Use	81	1%
Parks/Open Space	946	8%
Transportation Network	2,208	18%
Utility	132	1%
Vacant	766	6%
Waterbody	2,165	17%
Total	12,454	100%

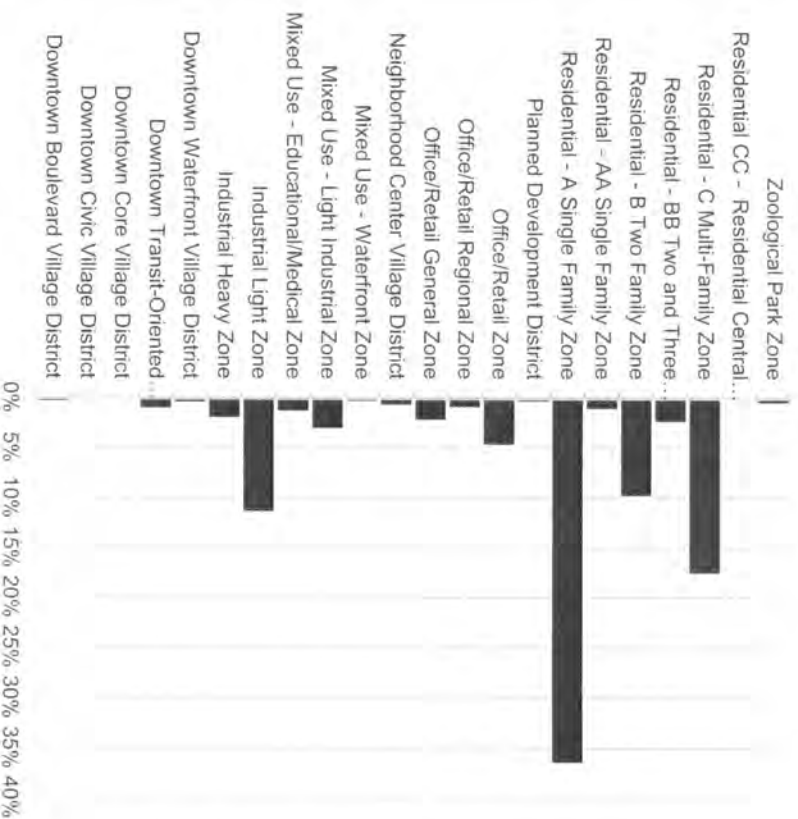


Zoning

The city's zoning is largely consistent with its land use. The most expansive zoning districts are residential districts, with the Residential A single-family zone covering a greater share of the city (36.6%) than any other district. The largest commercial district is the Light Industrial Zone, which covers 11.5% of the city.

Zone	Acres	Percent
Downtown Boulevard Village District	52	0.5%
Downtown Civic Village District	19	0.2%
Downtown Core Village District	42	0.4%
Downtown Transit-Oriented Development Village District	119	1.1%
Downtown Waterfront Village District	59	0.6%
Industrial Heavy Zone	220	2.1%
Industrial Light Zone	1206	11.5%
Mixed Use - Educational/Medical Zone	150	1.4%
Mixed Use - Light Industrial Zone	336	3.2%
Mixed Use - Waterfront Zone	50	0.5%
Neighborhood Center Village District	87	0.8%
Office/Retail General Zone	244	2.3%
Office/Retail Regional Zone	110	1.1%
Office/Retail Zone	508	4.9%
Planned Development District	55	0.5%
Residential - A Single Family Zone	3827	36.6%
Residential - AA Single Family Zone	127	1.2%
Residential - B Two Family Zone	1044	10.0%
Residential - BB Two and Three Family Zone	263	2.5%
Residential - C Multi-Family Zone	1856	17.7%
Residential CC - Residential Central City	19	0.2%
Zoological Park Zone	66	0.6%
Total	10,459	100%

Area Coverage by Zone



Open Space & Recreation

The city's open space system includes City owned and state parks. Parks within the system vary considerably in size and by type and function. To assess the needs of Bridgeport residents for open space and parks facilities, the following open space inventory and analysis was conducted for Plan Bridgeport.

Open Space Standards

The following open space and recreation assessment was conducted based upon standards for public recreation facilities from the National Recreation and Park Association (NRPA). This classification system was used to establish a baseline of where the city currently is in meeting the recreation and open space needs of the community. The NRPA's classification system includes the following facility types:

- Local/Close-to-Home-Space (Mini Park, Playground, Neighborhood Park and Community Park)
- Space that may be Local/Regional (Linear park, Conservation, or Special Use)
- Unique Open Space/Recreational Resources of Community Interest (such as Beaches)

Open Space and Recreational Resources in Bridgeport

In addition to the areas inventoried and evaluated, two other sites were inventoried, one in Bridgeport (Beardsley Park) and another in Trumbull, CT (Fairchild Memorial Park) which fall under state ownership (DEEP), and the City of Bridgeport respectively. Although the Beardsley Park site was considered as part of this analysis, the acreage and site amenities are not incorporated into the needs analysis. In the end, they are still considered recreational resources for the residents of the City of Bridgeport.

Open Space and Recreation Needs Analysis

This section includes a review and summary of the open space and facility needs in accordance with minimum NRPA standards. Baseline (2017) and projected future populations for year 2025 were used to determine both the existing and projected levels of need for the City of Bridgeport.

Facility	Acres/1,000 Population	Existing Acreage	2017		2025	
			Needs	Additional Needs	Needs	Additional Needs
Pocket/Mini Park	0.25 (low)	3.72	36.64 (low)	32.92 (low)	38.21 (low)	34.49 (low)
	0.50 (high)		73.28 (high)		76.43 (high)	
Neighborhood Park	1.00	92.59	146.58 (low)	53.99 (low)	152.86 (low)	60.27 (low)
	2.00		293.15 (high)		305.71 (high)	
Community Park	5.00	248.24	732.89 (low)	484.65 (low)	784.29 (low)	516.05 (low)
	8.00		1,172.63 (high)		1,222.86 (high)	
Regional Park	5.00	266.46	732.89 (low)	484.65 (low)	764.29 (low)	516.05 (low)
	10.00		1,465.79 (high)		1,528.57 (high)	

Park Type Needs

Facility	No. of Units per Population	# of Existing Facilities	2017		2025	
			# Needed	Additional Needs	# Needed	Additional Needs
Basketball Courts	1 per 2,000	18	73	55	76	58
Tennis Courts	1 per 2,000	29	73	44	76	47
Baseball Fields	1 per 4,000	27	37	10	38	11
Soccer Fields	1 per 2,000	8	73	65	76	68

Recreation Facility Needs

Findings from both the site (space) type needs and facility needs indicate deficiencies in the City's ability to provide both. However, from a regional perspective, the City is fairly well-served at both the regional and community park scale, particularly when considering the acreage and amenities associated with Beardsley Park. Additional neighborhood and pocket/mini parks are needed, particularly in the northern portion of the City. A Level of Service analysis was completed for both Community and Neighborhood parks throughout Bridgeport. The primary areas identified by neighborhood as 'underserved' by recreational amenities include several small portions in the following:

- North End (southeastern portion)
- Reservoir (central portion)
- Upper East Side (northeast tip)
- South End (northern portion)
- Black Rock (western portion)
- East End (northern most tip)

The most needed facilities were identified as soccer fields followed by basketball and tennis courts. More playgrounds are also identified as a need (also identified in the 2011 Parks Master Plan) but were not specifically singled-out when the City's parks system underwent its original classification, based on NRPA standards, so for consistency across planning resources, the existing classification system was utilized.

The 2011 Parks Master Plan also acknowledged similar deficiencies and includes conceptual plans for improvements to existing parks, in addition to several new parks. The creation of five "hyper parks" that are strategically located also includes concentrating play and sports opportunities for families and selecting highly durable materials that anticipate high use and minimize maintenance. These hyper parks include expanded amenities at Success Park (partially completed), West Side II, and Went Field (completed), and new designs for Old Mill Green and a combined Upchurch Park, and James Brown Waterview Park. These parks are intended to help close the gap for high-demand court sports, splash pads, and sports fields, while also addressing the geographic inequalities throughout the community (Level of Service). In addition to the five hyper parks, expanded amenities are recommended for each of the City's other parks, as appropriate, in order to serve individual neighborhood needs. Several new parks are also recommended in the areas identified as 'high need', including Waterfront Park (completed), Silver by the River, Knowlton Park (completed), 115 Virginia Avenue, and Nob Hill (completed).

The improvements (and new parks) recommended in the 2011 Parks Master Plan alone, include the following additional future facilities/amenities:

- Basketball Courts: 12
- Tennis Courts: 19
- Playgrounds: 5
- Spray/Splash pads: 5
- Dog park: 1
- Skate Park: 1
- Water Access: 4
- Boating Access: 1
- Educational/Community Gardens: 5
- Playing Fields: 2

Considering the completed and proposed improvements to existing parks, amenities associated with the proposed new parks, and the regional assets of Beardsley Park, **the City's park deficiencies may not be as significant as identified by the preceding analysis.**

Regional Park		City Parks / Classification	Acreage	Baseball Fields	Basketball Court	Multi-Use Court	Hiking/ Paths	Fishing	Tennis Courts	Playground	Race Car Track	Soccer/ LaCrosse Fields	Playing Fields	Spray/ Splash Pad	Bocce	Water Access	Skate Park	Boat Access	Track	Horseshoes	Community/Discovery Garden	Curling	Ropes Course	Ice Rink
Seaside Park / Barnum Field			269.9	6			X	X		1		1	2	1		X	1	X						
Total			269.9	6			X	X		1		1	2	1		X	0	X						
Pocket/Mini Park																								
Broad Street Steps			0.4																					
Friendship Park			0.6			1				1			1								X			
Goose Town Park (Wade Park)			0.1																		X			
McGovern Park			0.7				X			1														
McLeavy Green			1.2																		X			
Margaret E. Morton Gov't. Center Park			0.2																					
Pequonnock/Coleman St.			0.1																					
Seabright Park			0.6													X		X						
Stratfield Park (Wood Park)			0.5																		X			
William Barnum			0.4			1				1											X			
Wood Park			0.1																		X			
Total			4.9		1	1	X			3			1			X		X			X			

Bridgeport Open Space Inventory: Regional and Pocket/Mini Parks

Neighborhood Park	City Parks / Classification																						
	Acreege	Baseball Fields	Basketball Court	Multi-Use Court	Hiking/ Paths	Fishing	Tennis Courts	Playground	Race Car Track	Soccer/ LaCrosse Fields	Playing Fields	Spray/ Splash Pad	Bocce	Water Access	Skate Park	Boat Access	Track	Horseshoes	Community/Discovery Garden	Curling	Ropes Course	Ice Rink	
Alice Street Lot	1.3							1	X			1											
Baldw in Plaza	1.2																						X
Capozzi Property Bird Sanctuary	1.5																						
Clinton Park	1.1																						X
Elisw orth Park	5.1	3					1				2	1											
Green Space Infront of Bus	0.5	1																					
James Brown Park (Waterview Park)*	2.6																						
Johnson Oak Park	0.7											1											
Knowlton Park	3.9									X													X
Lafayette Park (Nanny Goat)	0.9						2																
Longfellow Park	2.7	1																					
Luis Munoz Marin Open Space	6.4	2					1																X
Majestic Park	3.1																						X
Manila Steel Playground	2.1																						
New field / Jessup Park	9.1	2						2															
Nobb Hill Park	3.3									X													
Old Mill Green (linear)*	8.0																						X
Riverfront Park	1.7	1												X									
St. Mary's By-the-Sea	7.6									X													
Success Park*	8.4																						
Svithra Park	8.0						2	1															
Upchurch Park	2.4	1									6												
Washington Park	4.8						1																1
West Field Park*	9.1	4																					
West End Park	0.8																						
West Side II Park*	5.0	1																					
Wheeler Park	1.8																						X
Total	103.1	16	15	4	X	X	10	14	X	3	6	9		X		X			1	X			

Bridgeport Open Space Inventory: Neighborhood Parks

Community Park	City Parks / Classification	Acreage	Baseball Fields	Basketball Court	Multi-Use Court	Hiking/ Paths	Fishing	Tennis Courts	Playground	Race Car Track	Soccer/ LaCrosse Fields	Playing Fields	Spray/ Splash Pad	Bocce	Water Access	Skate Park	Boat Access	Track	Horseshoes	Community/Discovery Garden	Curling	Ropes Course	Ice Rink	
Elion Rogers Park		69.4				X																		
Fairchild Memorial Park		45.7				X																		
Leroy Brown Jr. "BJ Memorial Park"		37.8	3	2		X		6	1													1		
Puglio Park		20.6	1			X		4	1				1											
Veteran's Memorial Park		74.7	1			X					2	1												
Total		248.2	5	2		X		10	2		4	2		1								1		
Special Use																								
Discovery Magnet School/Museum																X								X
Fairchild Wheeler Golf Course		330.1														X								
Glenwood Park		15.7						9								X								1
Pleasure Beach		70.8														X								
Stratfield Burial Ground		2.5																						3
Wonderland of Ice																								
Wordin Park		0.5														X								4
Total		419.6						9							X									4
City Totals		1045.6	27	18	5	X	X	29	20	X	8	11	11	1	X	0	X	1	1	X	1	X	1	4
Non-City Facilities																								
Beardsley Park / Zoo		131.2	5			X			1				1		X		X							
Bulls Head Park		0.5				X																		
Lakeview Cemetery		46.1																						
Park Cemetery		30.4																						
Mount Grove Cemetery		112.9																						
Mount Grove Cemetery (II)		4.7																						
St. James Cemetery (Grove Ave.)		0.6																						
St. Augustine Cemetery		5.7																						
Total		332.0	5			X			1				1		X		X							
Overall Total		1377.6	32	18	5	X	X	29	21	X	8	11	12	1	X	0	X	1	1	X	1	X	1	4

Bridgeport Open Space Inventory: Community Parks, Special Use Facilities, and Non-City Facilities

Cultural & Historic Resources

Bridgeport is home to considerable historic, architectural, and cultural resources. These resources vary from historic buildings and landscapes to galleries, theaters, and museums.

Historic Districts

Bridgeport is home to a number of historic districts. This includes five local historic districts and nineteen National Register districts. Local historic districts generally benefit from greater protection (via local historic district commissions) than National Register districts, the registry of which is managed by the U.S. National Parks Service.

The local and National Register historic districts include:

Local Historic District	Area	Acres	Buildings	Established
Black Rock Historic District	Roughly bounded by Black Rock Harbor, Grovers Avenue, Beacon and Prescott Streets	302	109	1979
Marina Park Historic District	Marina Park in the area of Park and Waldemere Avenues	110	14	1982
Barnum/Palliser Historic District	Roughly bounded by Myrtle and Park Avenues, Atlantic and Austin Streets (both sides)	59	33	1982
Stratfield Historic District	Centered around CT 59 and U.S. 1	1,100	242	1980
Pembroke City Historic District	Bounded by Crescent Avenue, East Main Street and Pulaski Street			1979

National Register District	Area	Acres	Buildings	Established
Seaside Park	Contains Seaside Park on Long Island Sound			1982
Cottage Development Historic District	Includes Cottage Place and Atlantic, Broad, Main and Whiting Streets	31	47	1982
East Main Street Historic District	Bounded by Walters and Nichols Streets from 371-377, 741-747, 388-394 and to 744 East Main Street	160	33	1985
East Bridgeport Historic District	Roughly bounded by railroad tracks and Beach, Arctic and Knowlton Street	938	250	1979
Golden Hill Historic District	Roughly bounded by Congress Street, Lyon Terrace and Elm and Harrison Streets	100	13	1987
Bridgeport Downtown North Historic District	Roughly bounded by Congress and Water Streets and Fairfield Avenue, and including Elm, Golden Hill and Chapel Streets.	200	38	1987
Bridgeport Downtown South Historic District	Roughly bounded by Elm, Cannon, Main, Gilbert and Broad Streets	270	50	1987
Division Street Historic District	Roughly bounded by State Street and Iranistan, Black Rock and West Avenues	390	186	1982
Railroad Avenue Historic District	Roughly bounded by State and Cherry Streets and Fairfield and Woridin Avenues	500	22	1985

National Register District	Area	Acres	Buildings	Established
Bassickville Historic District	Consists of 20-122 Bassick, 667-777 Howard and 1521-1523 Fairview Avenues and 50-1380 State Street	34	38	1987
Sterling Hill Historic District	Roughly bounded by Pequonnock Street, Harral Avenue, James Street and Washington Avenue	80	41	1992
Deacon's Point Historic District	Roughly bounded by Seaview Avenue and Williston, Bunnell and Deacon Streets	165	77	1992
Black Rock Gardens Historic District	Bounded by Fairfield Street, Brewster Street and Nash Lane, including Rowsley and Haddon Streets	89	12	1990
Gateway Village Historic District	Roughly bounded by Waterman Street, Connecticut Avenue and Alanson Avenue	89	87	1990
Lakeview Village Historic District	Roughly bounded by Essex Street, Boston Avenue, Colony Street, Plymouth Street and Asylum Street.	89	90	1990
Remington City Historic District	Roughly bounded by Dover and Remington Streets and Palisade Avenue, between Stewart and Tudor Streets	180	164	1990
Remington Village Historic District	Roughly bounded by Willow and East Avenues, between Boston and Barnum Avenues	140	69	1990

National Register District	Area	Acres	Buildings	Established
Seaside Village Historic District	East side of Iranistan Avenue between South Street and Burnham Street	165	58	1990
Wilmot Apartments Historic District	Junction of Connecticut and Wilmot Avenues	50	4	1990

Cultural Resources

Bridgeport has a rich diversity of cultural resources which are comprised of arts and entertainment venues and a number of institutions. Bridgeport's theaters include the following:

- Bijou Theater
- Downtown Cabaret Theater
- Klein Memorial Auditorium
- UB's Arnold Bernhard Center

Bridgeport's museums and galleries include the following:

- Barnum Museum
- City Lights Gallery
- Discovery Museum and Planetarium
- Housatonic Museum of Art
- NEST Arts Factory
- UB Art Gallery

Additional attractions and venues include:

- Webster Bank Arena
- Harbor Yard Amphitheater (currently under construction)
- Captain's Cove Seaport
- Connecticut's Beardsley Zoo and Peacock Pavilion

Public Health

Bridgeport's residents suffer significant health disparities when compared to residents across the state. In nearly all measures of health and disease, Bridgeport's residents are either more adversely impacted than the state's residents or at best experience similar rates. Bridgeport's residents, are however, less likely to die by suicide than the state's residents and are less likely to contract Lyme disease (the latter of which is related to a reduced exposure to the natural environment).

Adult Health Indicators	Bridgeport	Connecticut
Excellent or very good health	51%	63%
Obese	36%	26%
Smokers	18%	15%
Diabetic	12%	8%
Anxiety	17%	11%
Depression	12%	9%
Asthma	15%	13%

Mortality Rates (age adjusted per 100,000 residents)	Bridgeport	Connecticut
Heart Disease	200	157
Cancer	159	160
Injuries	54	47

Injury Mortality by Type (age adjusted per 100,000 residents)	Bridgeport	Connecticut
Motor Vehicle Crashes	7	7
Accidental Poisoning	10	10
Falls	10	8
Homicide	12	4
Suicide	5	9

Infectious Disease (2014 per 100,000 residents)	Bridgeport	Connecticut
HIV: New Diagnoses	31	8
HIV	924	299
Hepatitis C (chronic and resolved)	107	67
Lyme Disease	16	71

Infant & Fetal Health and Mortality	Bridgeport	Connecticut
Infant deaths per 1,000 live births	8.6	5.3
Fetal and infant deaths per 1,000 live births	17.1	10.5
Low percentage birthweight	9.3%	7.9%
Very low percentage birthweight	1.9%	1.5%

Resiliency and Green Infrastructure

Bridgeport's resiliency efforts have largely centered around the Resilient Bridgeport planning effort and are documented in: Resilient Bridgeport: Claim the Edge, Connect the Center (Spring 2014).

Resilient Bridgeport concepts integrate riparian, urban, and coastal strategies to be implemented over the next the next several decades. The design team has drawn and quantified Phase One projects for the South End neighborhood to test innovations within the resilience framework and integrate them with existing assets and planned infrastructure investments.

There are two project types: immediately practicable projects that can be constructed in the near term, and more advanced concepts that require a feasibility study or further planning to pave the way for development and implementation in the coming years. Together, the strategies and project types that comprise the Resilient Bridgeport Framework attempt to integrate seven actions:

1. Restore Ecology. Enhance habitats and both coastal and riparian ecosystems.
 2. Install Green Infrastructure. Combine stormwater capture with filtration and street improvements.
 3. Direct & Divert Flood/Surge. Implement structural measures to protect against floodwaters.
 4. Remove, Elevate, Mitigate. Make space for floodwaters with proven mitigation measures.
 5. Enterprise & Development. Provide education, job-training, and sites for innovation and development.
 6. Housing & Community Services. Provide resources for transforming underserved neighborhoods.
 7. Provide Implementation Mechanism. Facilitate collaborative process to achieve Resilient Bridgeport goals.
- Phase 1 Projects (2015 – 2020) include the following:

South End

- Elevated Streets and Multifunction Berm. Dry egress provided by elevation of selected roadways with an integrated floodwall berm designed for the current worst case 100-year base flood elevation of 17 feet.
- Feasibility Study for Onshore Combined Stormwater Overflow (CSO) park. Explore the possibility to integrate treatment park into buffer zone between industrial and residential areas.
- Neighborhood Transformation with Resilience Education and Community Center. A resilience center that serves the neighborhood's 12,600 residents with a wide range of community-driven programming, and as a catalyst for the transformation of the neighborhood at a key gateway to the area.



Resilient Bridgeport South End project area

Resilient Bridgeport Project Status

- Draft EIS has been recently released to the public
- Following public comment, the final EIS is to be prepared during the 1st quarter of 2019, including the identification of preferred alternatives
- Anticipated record of decision from HUD in the 2nd quarter of 2019
- Refer to resilientbridgeport.com

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Image Source: Dalman's Matos, City of Bridgeport

STATE AND REGIONAL PLANS

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Consistency with Regional Plan

MetroCOG's 2015 "Reconnect the Region" is a comprehensive plan for the region. The plan's future land use recommendations for Bridgeport are based primarily upon the City's existing land use. Three focus areas are identified by the plan, those being the area in proximity of the Westfield Mall in Turnbull, Downtown Bridgeport, and the area in proximity to the proposed Barnum Train Station in East Bridgeport..

Consistency with the State Conservation and Development Policies Plan

The recommendations of this plan were compared with the current draft State Conservation and Development Policies Plan (2013-2018) for consistency. The 2013-2018 Plan provides a benchmark for municipal plans of development going forward.

The 2013-2018 Plan is organized around six growth-management principles. Municipalities must consider these principles as they update their plans of conservation and development:

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

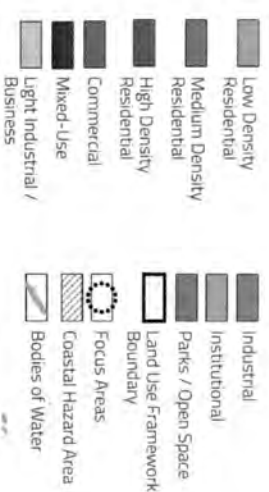
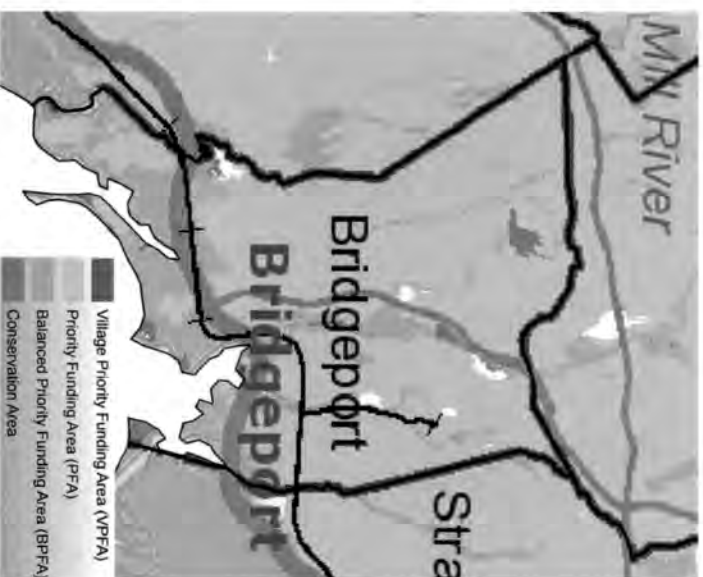
The policies and strategies which comprise this Plan are complementary to the growth principles stated above.

This Plan was also compared for consistency with the 2013-2018 Plan with regards to designations of the 2013-2018 Locational Guide Map, which identifies targeted conservation areas and priority funding areas to guide the award of state funds in support of local programs and projects. The policies within this Plan are consistent with the 2013-2018 Locational Guide

Map below which indicate that most of Bridgeport is located within a Priority Funding Area or within a Balanced Priority Funding Area.

Priority Funding areas are areas that are targeted for growth and state investment to support growth. No state agency shall provide funding for a "growth-related project" unless such project is either located in a priority funding area or the sponsoring agency has fully complied with the statutory exception process, if such project is not located in a priority funding area.

Balanced Priority Funding Areas meet the criteria of both Priority Funding Areas and Conservation Areas. State agencies that propose certain actions in these areas must provide balanced consideration of all factors in determining the extent to which it is consistent with the policies of the State C&D Plan.



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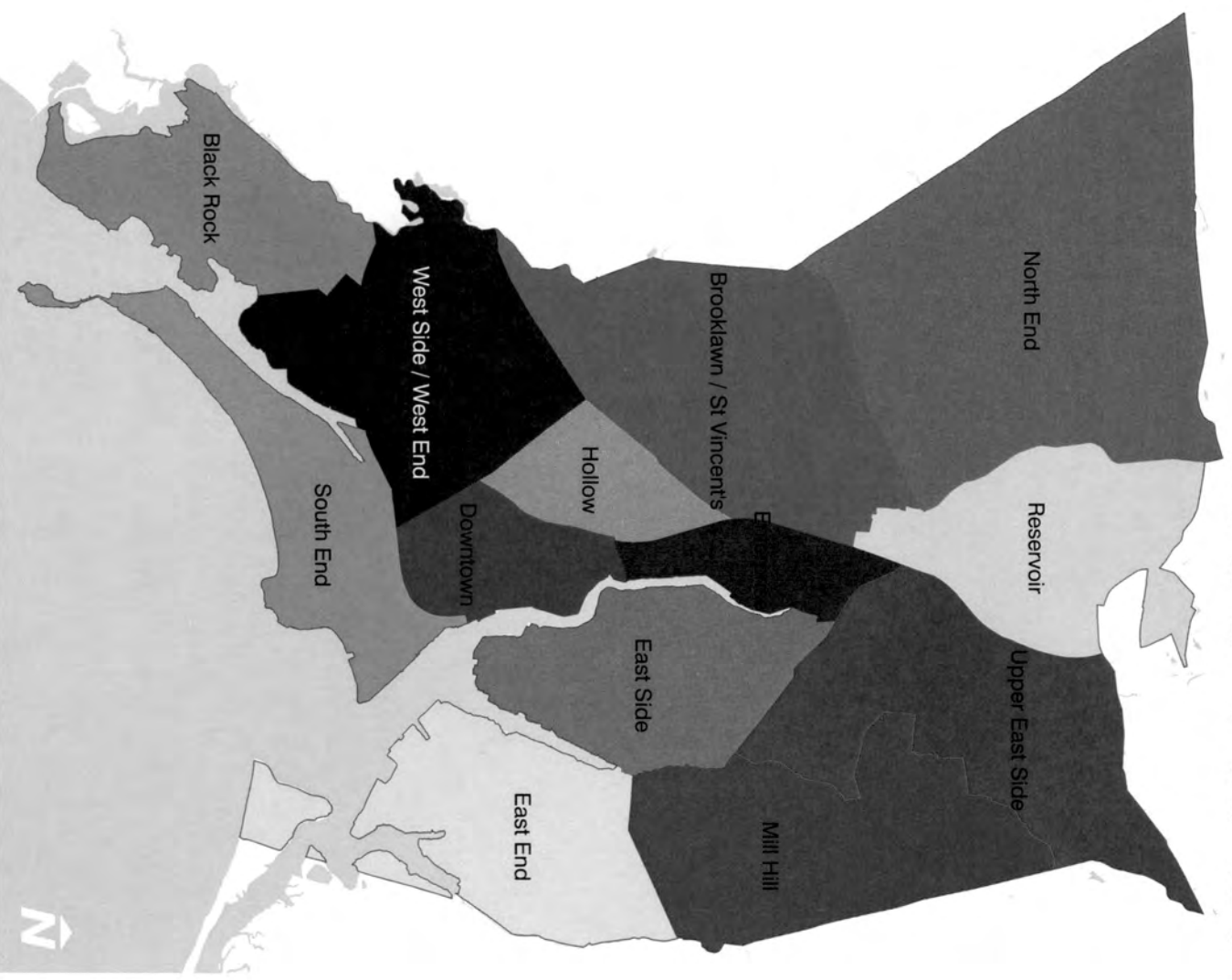
MAPS

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Bridgeport's Neighborhoods

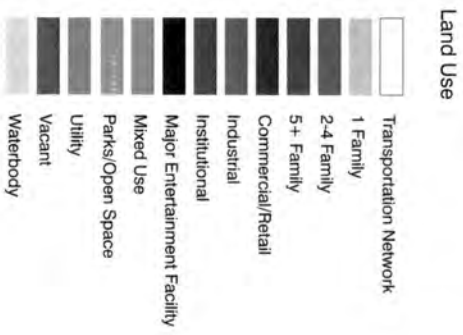
Bridgeport is a city of 13 unique neighborhoods.



DRAFT 2/12/15

Bridgeport's Existing Land Use

Bridgeport's land use is diverse, varying from industrial and commercial land to parks and open space. Bridgeport's most intense residential densities are found in the center and south of the city. Industrial land is located in proximity of the city's waterfront and rail corridors. Commercial and retail development is concentrated in the Downtown and along corridors such as Main Street and East Main Street.



Bridgeport's Zoning & Future Land Use

Bridgeport's zoning is relatively consistent with its land use patterns. Much of the City is zoned as single family or two-three family residential. Industrial and commercial zones also have a significant presence throughout Bridgeport. Bridgeport's Downtown has five zones tailored to development objectives such as transit-oriented or waterfront development.

Bridgeport's zoning map currently functions as its future land use map. Zoning is a prescriptive tool that is used by the City to guide development that is consistent with the community's vision as established in this Plan. While this zoning map is representative of Bridgeport's vision as established in Bridgeport 2020, a primary recommendation of Plan Bridgeport is to conduct an update of the City's zoning code and districts. Once conducted, that effort will result in a revised zoning map which will thereby act as the City's future land use map.

Zoning District

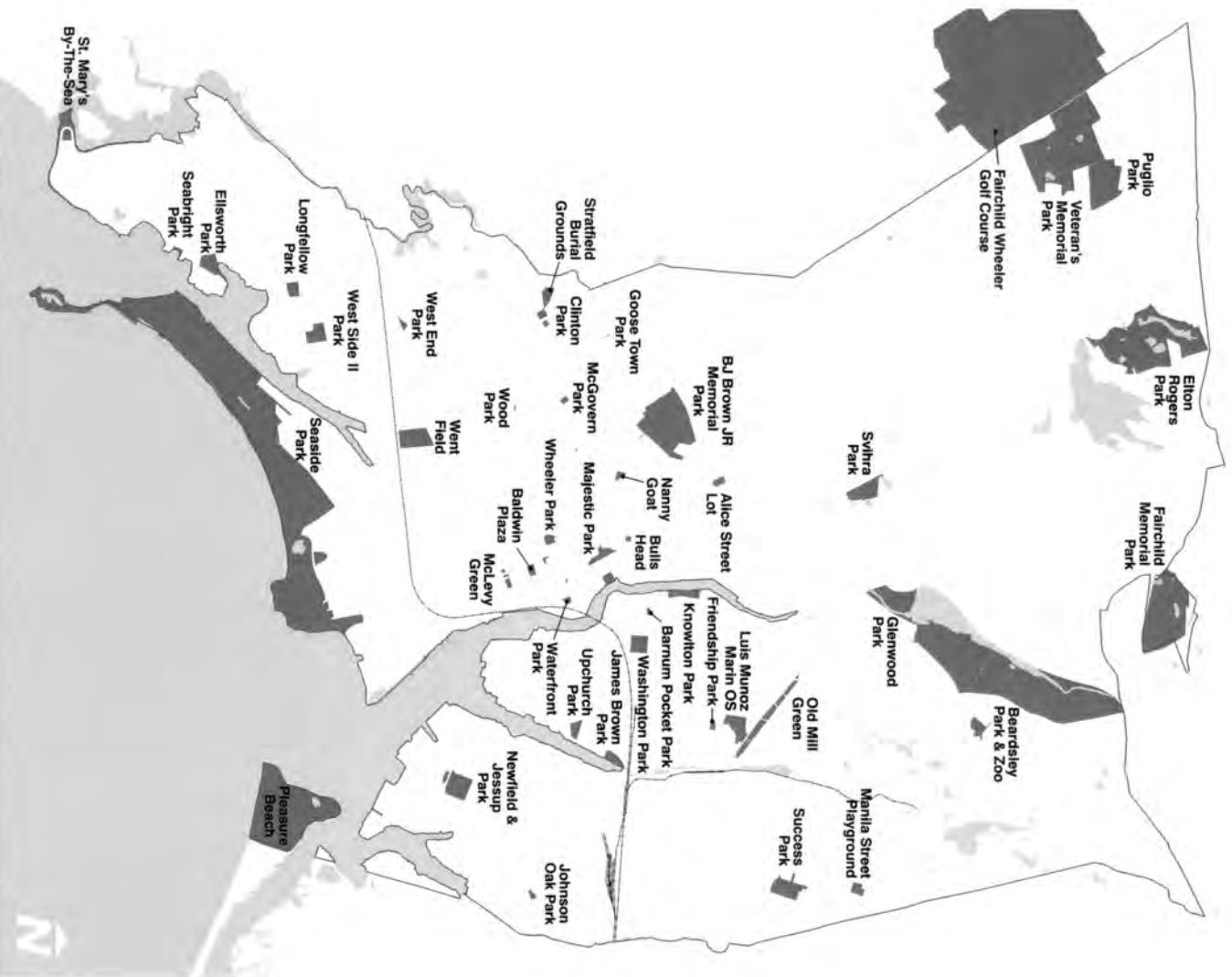
- R-A, Residential - A Single Family Zone
- R-AA, Residential - AA Single Family Zone
- R-B, Residential - B Two Family Zone
- R-BB, Residential - BB Two and Three Family Zone
- R-C, Residential - C Multi-Family Zone
- R-CC, Residential CC - Residential High Density Zone
- NCVD, Neighborhood Center Village District
- MU-LI, Mixed Use - Light Industrial Zone
- MU-EM, Mixed Use - Educational/Medical Zone
- MU-W, Mixed Use - Waterfront Zone
- OR-I, Office/Retail Zone
- OR-G, Office/Retail General
- OR-R, Office/Retail Regional Zone
- PDD, Planned Development District
- DVD-CORE, Downtown Core Village District
- DVD-TOD, Downtown Transit-Oriented Development
- DVD-CW/C, Downtown Civic Village District
- DVD-BV/D, Downtown Boulevard Village District
- DVD-WF, Downtown Waterfront Village District
- I-H, Industrial Heavy Zone
- I-L, Industrial Light Zone
- Z-P, Zoological Park Zone



DRAFT 2/12/19

Bridgeport's Parks & Recreation Facilities

Bridgeport has a broad range of parks and recreation facilities, from small pocket parks and playgrounds to large waterfront parks such as Seaside Park, Pleasure Beach, and Beardsley Park.



Regional Park

Seaside Park / Barnum Field

Beardsley Park / Zoo

Special Use

Discovery Magnet School/Museum

Fairchild Wheeler Golf Course

Glenwood Park

Pleasure Beach

Stratfield Burial Ground

Wordin Park

Community Park

Elton Rogers Park

Fairchild Memorial Park

Larry Brown Jr. "BJ Memorial Park"

Puglio Park

Veteran's Memorial Park

Pocket/Mini Park

Broad Street Steps

Friendship Park

Goose Town Park (Waide Park)

McGovern Park

McLeavy Green

Morton Govt. Center Park

Pequonnock/Coleman St.

Seabright Park

Stratfield Park (Wood Park)

William Barnum

Wood Park

Non-City Facilities

Bulls Head Park

Lakeview Cemetery

Park Cemetery

Mountain Grove Cemetery

St. James Cemetery (Grove Street)

St. Augustine Cemetery

Neighborhood Park

Alice Street Lot

Baldwin Plaza

Capozzi Property Bird Sanctuary

Clinton Park

Elsworth Park

Green Space Infront of Bus

James Brown Park (Waterview)

Johnson Oak Park

Knowlton Park

Lafayette Park (Nanny Goat)

Longfellow Park

Luis Munoz Mann Open Space

Majestic Park

Manila Steel Playground

Newfield / Jessup Park

Nob Hill Park

Old Mill Green

Riverfront Park

St. Mary's By-the-Sea

Success Park

Syhra Park

Upchurch Park

Washington Park

West Field Park

West End Park

West Side II Park

Wheeler Park


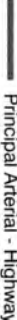









Bridgeport's Transportation Network

Bridgeport's transportation network is comprised of the Amtrak/Metro North rail corridor, state and interstate highways, state roadways such as Route 1, and an extensive network of local streets.

Bridgeport Station, which provides access to Metro North and Amtrak trains, is located on the eastern side of Downtown along Bridgeport Harbor. The Bridgeport Transportation Center is located adjacent to the station and is home to Greater Bridgeport Transit buses and interstate bus operators.

Bridgeport is also served by the Bridgeport/Port Jefferson Ferry which has a new ferry terminal planned for construction across Bridgeport Harbor.

Transportation Features

-  Interstate
-  Principal Arterial - Highway
-  Principal Arterial
-  Minor Arterial
-  Collector
-  Local
-  Rail
-  Ferry Route
-  Bridgeport Train Station & Transportation Center
-  Existing Ferry Terminal
-  Planned Ferry Terminal






DRAFT 2/12/19

Bridgeport's Historic Resources

Bridgeport has a wealth of historic resources including twenty-three national and/or local historic districts. The City also has multiple buildings and structures that are individually registered. Most of these resources are located in the southern half of the city.

Historic Resources

-  National Historic District
-  Local Historic District
-  Historic Building or Structure

District Name

1. Remington City
2. Bassickville
3. Cottage Development
4. East Bridgeport & Pembroke City
5. Lindencroft Park
6. Remington Village
7. Wilnot Apartments
8. Gateway Village
9. Lakeview Village
10. Seaside Village
11. Sterling Hill
12. Deacon's Point
13. Golden Hill
14. Bridgeport Downtown North
15. Bridgeport Downtown South
16. Black Rock Garden
17. Barnum-Palliser
18. Division Street
19. East Main Street
20. Railroad Avenue
21. Black Rock (Harbor)
22. Stratfield
23. Marina Park



Bridgeport's Environmental Resources and Flood Hazard Areas

Bridgeport's environmental resources are primarily associated with the city's relationship to water. As a coastal city, Bridgeport's shore and its harbor are considerable resources but those resources are also associated with flood hazards. The map at right shows wetland resources in the City as well as flood zone areas which are primarily associated with the Long Island Sound, Bridgeport Harbor, and the Housatonic River.

- Environmental Resources
 - Federal Wetlands
 - CT State Wetlands
 - 100 Year Flood Zone
 - 500 Year Flood Zone
 - Wave Action Area





JOSEPH P. GANIM
Mayor

City of Bridgeport
OFFICE OF PLANNING & ECONOMIC DEVELOPMENT

Margaret E. Morton Government Center
999 Broad Street, Bridgeport, Connecticut 06604

^ JOINT

COMM. #33-18 Ref'd to ECD&E Committee & Contracts
on 02/19/2019 Committee (Off The Floor)

THOMAS F. GILL
Director

WILLIAM J. COLEMAN
Deputy Director

February 11, 2019

Office of the City Clerk
45 Lyon Terrace
Bridgeport, CT 06605

Re: Authorizing LDA for Mixed-Use Residential Project
(1269 Main Street, 191 Congress Street, 199 Congress Street)
Ordering Public Hearing Order for Full Council Meeting of 3-4-19

Dear Madam City Clerk:

Attached, please find a resolution authorizing the execution of the attached Land Development Agreement ("LDA") for the development of an approximately \$17MM mixed-use residential development at the corner of Congress and Main Streets. This is for referral to the Economic and Community Development and Environment Committee.

Relevant to this resolution and to the property disposition it would authorize, OPED requests that the Council act at its upcoming meeting of February 19th to order the required public hearing for its subsequent Council meeting of March 4th. OPED would also request that the ECDE Committee convene to consider the item on Wednesday, March 6th.

Sincerely,

Bill Coleman
Deputy Director

CC: Tom Gill, OPED
Max Perez, OPED
Tom Gaudett, Office of the Mayor
R. Christopher Meyer, City Attorney
Attorney Ron Pacacha, Esq.

RECEIVED
CITY CLERK'S OFFICE
19 FEB 13 PM 3:21
ATTEST
CITY CLERK

**Resolution Authorizing Execution of a Land Development Agreement
("LDA") for the Mixed-Use Development of "Congress Plaza
Commons" to be built on vacant City-Owned land at the corner of
Main Street and Congress Street**

WHEREAS, from August 6th through September 7th, 2018, the City's Office of Planning and Economic Development ("**OPED**") conducted a public Request for Proposals ("**RFP**") relevant to three vacant City-owned parcels constituting approximately 35,000 square feet of developable land at Main Street and Congress Street (known as 1269 Main Street, 191 Congress Street and 199 Congress Street; herein collectively referred to as "**The Property**");

WHEREAS, the RFP requested a privately-funded mixed-use development with residential units on the upper floors and retail on the ground floor along Main Street;

WHEREAS, OPED received a responsive, well-conceived proposal, entitled "Congress Plaza Commons," which represents an approximately eighteen million dollar (\$18MM) investment in a five-story, mixed-use development to consist of approximately 92 apartments (which are to be one-bedroom and two-bedroom apartments), along with approximately 5 retail shops (consisting of approximately 7,000 square feet of space) along Main Street, along with structured parking located beneath and behind the apartments, (with such improvements to be known herein collectively as the "**Project**");

WHEREAS, the development entity proposing the project, The Primrose Companies (the "**Developer**"), is a Bridgeport-based company with demonstrated financial and administrative capacity in terms of projects completed and in terms of bank references provided;

WHEREAS, OPED wishes to enter into the attached Land Development Agreement ("**LDA**") with the Developer which would authorize OPED to sell the property to the Developer at fair market value as determined by appraisal;

WHEREAS, the LDA requires that the Developer pursue and complete the Project as per specific milestones, including the requirement that construction commence within 12 months of the execution of the LDA;

WHEREAS, the City is responsible for the environmental clean-up costs associated with the Property, costs which the City believes it will be able to manage with existing resources;

WHEREAS, pursuant to the requirements of, and consistent with the parameters of, Ch. 3.20.030 of the Municipal Code of Ordinances, the Developer shall enter into a Tax Incentive Development Agreement with OPED;

WHEREAS, pursuant to its receipt of benefit under Chapter 3.20 of the Municipal Code, the Developer shall comply with the provisions of the recently enacted Chapter 3.29 of the Municipal Code of Ordinances (as approved by the City Council on September 27, 2018 as Agenda Item #136-17) as it pertains to “Developers Fostering Economic Development”;

WHEREAS, further pursuant to Ch 3.20.030 of the Municipal Code of Ordinances, the Developer shall comply with provisions requiring “full inclusion of minority representation in the procurement of development contracts” and shall take “affirmative action measures” toward the awarding of “twenty percent of the dollar value of total construction costs ... to minority – or women-owned contracting businesses”;

NOW THEREFORE BE IT RESOLVED that, based upon the statements and representations made herein, the Director of OPED is authorized to finalize and execute the LDA in substantially the form attached, and is further authorized to negotiate and to execute such other agreements and to take such other necessary or desirable actions in furtherance of the Project and consistent with this resolution in the best interests of the City.

**LAND DISPOSITION
AGREEMENT**

**BY AND BETWEEN
CITY OF BRIDGEPORT,**

AND

**THE PRIMROSE COMPANIES, INC.
Or its Permitted Affiliate**

Dated: _____, 2019

AGREEMENT

THIS AGREEMENT is made this ____ day of _____, 2019 between the **CITY OF BRIDGEPORT**, a municipal corporation having an address at 45 Lyon Terrace, Bridgeport, Connecticut ("**City**") and **THE PRIMROSE COMPANIES, INC.**, a corporation organized and existing under the laws of the State of Connecticut, with an office and principal place of business at 1425 Noble Avenue, Bridgeport, CT 06610 ("**Developer**").

WITNESSETH:

WHEREAS, the City owns one or more pieces or parcels of land and the improvements located thereon, if any, commonly referred to as 1269 Main Street, 191 Congress Street, and 199 Congress Street, Bridgeport, Connecticut, more particularly described on **Schedule A** attached hereto currently used as a parking lot for the Bridgeport Police Department (collectively, the "**Property**");

WHEREAS, the Developer submitted a proposal on September 7, 2018 in response to the RFP, a copy of which is attached hereto as **Exhibit 4** ("**Proposal**");

WHEREAS, the City seeks a project that will create additional value by the construction of improvements that will increase the real estate assessment of the Property and result in an increase in future taxes for the City's benefit, and therefore, the City prohibits any future sale of the Property or a controlling interest in the Developer entity to a not-for-profit, tax-exempt organization because such a sale would defeat the City's public purpose, unless such not-for-profit, tax-exempt organization has entered into a written payment-in-lieu-of-taxes agreement ("**PILOT**") with the City related to the Property;

WHEREAS, the City desires to transfer the Property to Developer, and Developer desires to acquire the Property from the City for the purpose of redeveloping it as a 5-story mixed-use development consisting of approximately 92 apartments, 5 retail shops, and a parking garage with approximately 78 parking spaces to be constructed on the terms and conditions set forth herein (the "**Project**"); and

WHEREAS, the Bridgeport City Council on _____, 2019 approved the sale and transfer of the Property to the Developer pursuant to the terms and conditions hereof; and

WHEREAS, the City believes that Developer's proposed redevelopment of the Property pursuant to the terms of this Agreement is in the best interests of the City and its economy, will serve to promote the health, safety, and welfare of its residents, and is in accord with the public purposes and provisions of the applicable State and local laws and requirements applicable to the Project, including any Urban Renewal Plan of which the Property may be a part.

NOW THEREFORE, in consideration of the representations, warranties, covenants, agreements and the obligations of the parties contained herein, the receipt and sufficiency of which are hereby acknowledged, the parties mutually agree as follows:

ARTICLE I

The recitals set forth above are incorporated by reference with the same force and effect as if fully set forth herein.

DEFINITIONS

For the purpose of this Agreement, the following terms shall have the meanings assigned to them below:

"Affiliate" of or a person "affiliated" with Developer shall mean any Person controlling or controlled by or under common control with Developer, including, without limitation, any person who has a familial relationship by blood, marriage or otherwise with any member, manager, partner or employee of Developer or any Affiliate of Developer.

"Agreement" shall mean this Land Disposition Agreement, together with all documents, exhibits and schedules referred to, incorporated herein or annexed or to be annexed hereto, all of which together form the complete agreement among the parties.

"Certificate of Completion" is defined in Section 5.2(b) herein.

"Certificate of Occupancy" shall mean a permanent or temporary certificate of occupancy for the Improvements under Connecticut law that gives beneficial use of the Property to the end user (which can include Developer unless this Agreement requires transfer to an end-user other than Developer), provided, however, that all conditions or incomplete items of work resulting in the issuance of a "temporary" or "conditional" certificate of occupancy are certified by Developer's architect (a) as normal and customary for projects similar to the Project in size, type and use; (b) as capable of being satisfied or completed by Developer within a reasonable period of time; and (c) as not causing any material interference with the intended use and operation of the Improvements.

"City" shall mean City of Bridgeport, located in Fairfield County, Connecticut, organized and existing by virtue of an Act of the General Assembly of the State of Connecticut, acting through its mayor or other duly-authorized administrative officer, including its elected and appointed officials, officers, executives, administrators, employees, agents and contractors, and any successor in interest, whether by act of a party or parties to this Agreement, by operation of law or otherwise.

"Closing" shall mean the transfer of title to the Property to Developer, payment of the Purchase Price to the City, the execution and delivery of all other Closing Documents, and the completion of all other actions required pursuant to the terms of this Agreement.

"Closing Conditions" shall have the meaning specified in Section 2.2 herein.

"Closing Date" shall mean the date on which title to the Property is transferred by City to Developer, or a permitted assignee hereunder and such date shall not occur later than thirty (30) days after the satisfaction of all Closing Conditions without City's express written consent.

"Closing Documents" shall mean, collectively, City's Closing Documents (as defined in Section 2.6(b)), and Developer's Closing Documents (as defined in Section 2.6(c)).

"Consent" or **"Approval"** shall mean the duly-authorized, written approval or consent required from or by a party in the form, manner and at the time required by this Agreement.

"Contractor" shall mean any construction manager, contractor, subcontractor, material supplier or consultant employed directly or indirectly by Developer in connection with the Project.

"Control" (including the terms "controlling," "controlled by," and "under common control with") shall mean, the possession, directly or indirectly, of the power to direct or cause the direction of the management, decisions and/or policies of any person, corporation or other entity whether through the ownership of securities, by contract or otherwise, and the terms "controlling" and "controlled" have meanings correlative to the foregoing.

"Day" shall mean, with respect to any time period measured in days in this Agreement, a calendar day unless such time period refers to business days, in which case a day shall mean a day that is not a Saturday, Sunday or holiday observed by the City of Bridgeport.

"Deed" or **"Deeds"** shall mean that certain special warranty deed of conveyance of the Property subject to the Permitted Encumbrances recited therein from City to Developer in the form required by this Agreement and set forth in **Exhibit 1** attached hereto, and providing for the conveyance of the Property to Developer containing a restraint against the sale of the Property to a not-for-profit organization.

"Design Review" shall mean the City's right to review and give its Consent to the Plan through various City agencies having jurisdiction (e.g., Planning, Fire, Police, Engineering, Land Use Construction Review, Health, etc.) pursuant to the City's Design Review zoning ordinance (Section 14-12, Bridgeport Zoning Regulations).

"Developer" shall mean The Primrose Companies, Inc. and shall include a permitted assignee under an assignment permitted pursuant to this Agreement to an Affiliate or to an entity in which John Guedes owns a controlling interest or to another permitted successor-in-interest, whether by act of a party or parties to this Agreement, by operation of law, or otherwise, but shall not mean a mortgagee of, or a holder of any mortgage, lien or security interest in all or a portion of the Property in connection with a Financing Transaction.

"Developer's Plan" or "Plan" shall mean the submission of a detailed site plan and illustration of the Improvements constituting the Project to be constructed on the Property for the City's Consent consisting of a site plan based upon an A-2 quality survey, elevations, preliminary or schematic design drawings, design development drawings, detailed construction drawings and specifications, with specifics as to facades, materials, degree and location of transparent elements, retail frontage, architectural treatments, streetscape treatments, lighting, sidewalks and retail programming, budgets and cost estimates, estimated construction and completion schedule with mandatory milestone dates that include the date of Substantial Completion, and, after final completion of the Project, shall include submission to the City of copies of as-built surveys of the Improvements.

"Due Diligence Period" shall mean that period of time commencing from date of execution and delivery of a fully-executed original counterpart of this Agreement to Developer, and shall end one hundred eighty (180) days thereafter.

"Environmental Conditions" shall mean any existing or future condition that has resulted in, results in, or is reasonably likely to result in the Release or migration of Hazardous Materials, alone or in conjunction with other substances, at, upon, under, onto, generated by, emanating or having emanated from, or emitting or having been emitted from, the Property in violation of applicable Environmental Laws. Those Environmental Conditions existing prior to or as of the Closing Date, whether known or unknown, are referred to as the **"Existing Environmental Conditions"**. Those Environmental Conditions that first come into existence after the Closing Date are referred to as the **"Future Environmental Conditions"**.

"Enforcement Mortgage" means security for (a) Developer's obligation to expend a minimum of Seventeen Million Five Hundred Thousand (\$17,500,000.00) Dollars to make the Improvements to the Property described in the Plan, which costs shall include all verifiable soft and hard costs, which obligation shall be secured by a mortgage in the form attached hereto as **Exhibit 3** and (b) a restraint against the sale

of the Property to a not-for-profit organization, which shall be recorded as an encumbrance against Developer's interest in the Property.

"Environmental Laws" shall mean all statutory and common federal, state and local laws, rules, orders, regulations, statutes, ordinances, codes, orders, decrees or other requirements of and/or within the jurisdiction of any Governmental Authority, now or at any point in effect and applicable to City and/or Developer and regulating, relating to, or imposing liability for the protection of the environment, or any Hazardous Materials, including without limitation the following: any federal, state or local environmental law, ordinance, rule or regulation including, without limitation, the Resource Conservation and Recovery Act of 1976, 42 U.S.C. §§ 6901-6987, as amended by the Hazardous and Solid Waste Amendments of 1984, the Comprehensive Environmental Response, Compensation and Liability Act, as amended by the Superfund Amendments and Reauthorization Act of 1986, 42 U.S.C. §§ 9601-9657 ("**CERCLA**"), the Hazardous Materials Transportation Act of 1975, 49 U.S.C. § 1801-1812, the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act (42 U.S.C. §6901 et seq.) ("**RCRA**"), the Toxic Substances Control Act (15 U.S.C. §2601 et seq.) ("**TSCA**"), the Clean Air Act, 42 U.S.C. §§ 7401 et seq. ("**CAA**"), the Federal Insecticide, Fungicide and Rodenticide Act, 7 U.S.C. §§ 136 et seq. ("**FIFRA**"), the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.) ("**FWPCA**") and/or the Safe Drinking Water Act (42 U.S.C. §300f et seq.) ("**SDWA**"), Connecticut General Statutes 22a-114 et seq., 22a-134 et seq., and 22a-451 et seq., as the foregoing may have been amended to date, and all similar federal, state and local environmental laws, ordinances, rules, codes and regulations, and any other federal, state or local laws, ordinances, rules, codes and regulations, as any of the foregoing may have been from time to time amended, supplemented or replaced and any other federal, state or local laws, ordinances, rules, codes and regulations relating to the protection of health, safety or the environment or the regulation or control or imposing liability or standards of conduct concerning toxic or Hazardous Materials or other contaminants.

"Environmental Release" means that certain release document given by Developer to City attached hereto and incorporated herein as **Exhibit 2**.

"Environmental Reports" is defined in Section 2.8(e) herein.

"Event of Default" means a default by either party of its obligations set forth in this Agreement as set forth in Article VIII herein.

"Existing Improvements" means all buildings and improvements existing on the Property as of the date of this Agreement, if any.

"Financing Transaction" shall mean one or more financing or refinancing transactions with an institutional lender in an amount no greater than the amount set forth herein in an amount no greater than the amount of the minimum

investment to which financing transaction(s) the City agrees to subordinate this Agreement and the Enforcement Mortgage in connection with any of the following: Developer's acquisition of the Property, the demolition of any existing improvements, environmental remediation, construction of the Improvements, and the acquisition of furniture, fixtures and equipment related to the Improvements, which transactions may include the granting to the lender such mortgages, liens or other security interests in Developer's fee ownership and/or leasehold interests in the Property and the Improvements, as the case may be, as the lender requires.

"Governmental Authority" shall mean any federal, state, or local law or decision, requirement, order, ruling, regulation or executive order of any court, governmental agency, authority, commission, board, bureau, or instrumentality having jurisdiction over any portion of the Project under the Laws.

"Improvements" shall mean the physical rehabilitation or construction on the Property consisting of improvements including approximately 92 apartments, 5 retail shops and a parking garage with approximately 78 parking spaces, all constructed in accordance with all applicable laws, the time frames set forth in the Schedule, and the terms and conditions of this Agreement.

"Investment Obligation" shall mean the Developer's obligation to invest a minimum of Seventeen Million Five Hundred Thousand (\$17,500,000.00) Dollars to build the Project, including all hard and soft costs.

"Land Use Approvals" means any and all applicable non-appealable permits, approvals, variances or otherwise required by any Government Authority for the proper and legal construction of the Improvements including but not limited to, State of Connecticut and federal agencies having jurisdiction, the Planning and Zoning Commission, Zoning Board of Appeals, Inland Wetlands Commission, Building Department, Fire Department, Police Department, local and State Historic District Commissions and the like.

"Laws" shall mean all requirements of federal, state and local law, including but not limited to the Environmental Laws, applicable to the Project and the parties, as such laws may be amended from time to time, including all statutory and common law, rules, orders, statutes, regulations, codes, decrees or other legal requirements.

"Mortgagee" is defined in Section 8.2(d) herein.

"Permitted Encumbrances" is defined in Section 2.2 herein.

"Permitted Uses" shall mean the use of the Improvements solely for mixed-use residential and retail purposes.

"Person" means any individual, corporation, partnership, limited liability company, joint venture, association, joint stock company, trust (including any beneficiary thereof), unincorporated organization, or government or any agency or political subdivision thereof.

"Post-Closing Developer Event of Default" is defined in Section 8.2 herein.

"Project" means the Improvements to be constructed on the Property and more fully described in this Agreement.

"Pre-Closing Developer Event of Default" is defined in Section 8.2 herein.

"Project Cost" shall mean the minimum expenditure of Seventeen Million Five Hundred Thousand (\$17,500,000.00) Dollars committed to the Project by Developer, such expenditures including soft costs, developer fees and hard construction/demolition costs to complete the Improvements.

"Purchase Price" shall mean the agreed price between the parties of Five Hundred Seventy-Five Thousand (**\$575,000.00**) Dollars, determined by appraisal.

"Release" shall mean any spill, discharge, leak, emission, migration, or other intentional or unintentional release of any Hazardous Materials.

"Remediation" shall mean any and all investigative, mitigation, containment, removal, monitoring, and cleanup activity consistent with and necessary to achieve compliance with the RSRs or other applicable Environmental Laws as a result of any Existing Environmental Conditions.

"Remediation Standards Regulations" or **"RSRs"** shall mean the provisions of Sections 22a-133k-1, et seq., of the Regulations of Connecticut State Agencies, as they may be amended from time to time.

"Schedule" means a proposed master schedule prepared by Developer for the design and construction of the Improvements by the date of Substantial Completion. The master schedule shall specify the proposed start and finish dates for each project activity and the dates by which certain design phases, construction activities and Substantial Completion is expected to be completed. Developer shall coordinate with and integrate into such master schedule the services and activities of City, Developer's design professional and the construction contractor. As the design proceeds, the master schedule will be updated to indicate proposed activity sequences and durations, milestone dates for receipt and approval of pertinent information, preparation and processing of shop drawings and samples, delivery of materials or equipment requiring long-lead time procurement, Developer's occupancy requirements showing phased portions of the Improvements having occupancy priority, and the proposed date of Substantial

Completion. If updates to the Schedule indicate that the construction schedule cannot be met, Developer shall set forth the reasons for such delays to City. City shall have the right to review updated versions of the schedule but shall have no right to approve the Schedule provided that the Schedule continues to project the same date for the Substantial Completion of the Improvements within the time required in Section 5.2(b) herein.

"Substantial Completion" or **"Substantially Complete"** shall mean the completion of all the Improvements to the extent that a Certificate of Occupancy is issued for all of the Improvements, and further evidenced by a certificate from Developer's architect stating that the Improvements have been Substantially Completed in accordance with the Developer's Plan. Notwithstanding anything to the contrary herein, Substantial Completion shall be deemed to have been achieved if Developer, its successor or assign, or any tenant or purchaser of all of any portion of the Improvements, receives beneficial use of all, or any portion of, the Improvements, pursuant to a temporary Certificate of Occupancy, so long as Developer's architect certifies as to the completion of the necessary items to obtain a permanent or unconditional Certificate of Occupancy for the entire Project (a) are normal and customary for projects similar to the Improvements in size and type; (b) are capable of being satisfied or completed by Developer within a reasonable time period; and (c) will not cause any material interference with the beneficial use and operation of the Improvements. Notwithstanding anything to the contrary contained herein, the Improvements shall be deemed to be Substantially Complete upon the issuance of a Certificate of Occupancy for the entire Project.

ARTICLE II

ACQUISITION OF AND CONDITION OF PROPERTY TO BE CONVEYED

SECTION 2.1 **Transfer of the Property; Purchase Price.**

(a) City represents and warrants that it has fee simple title to the Property.

(b) City represents, warrants and covenants to and with Developer that, pursuant to Connecticut General Statutes Section 12-195, Developer's acquisition of the Property is effective to cancel all of City's claims for unpaid taxes and assessments, interest or lien fees assessed against the Property, and the Property shall be conveyed free of any taxes and assessments levied by City for the period prior to the Closing Date.

(c) City agrees to convey its interest in the Property to Developer at the Closing upon payment of the Purchase Price by the Developer pursuant to all of the terms, covenants and conditions of this Agreement.

SECTION 2.2 Conditions Precedent to Closing. The obligation of Developer to purchase the Property from City, and the obligation of City to sell the Property to Developer, is subject to the satisfaction of all of the conditions set forth in this Section 2.2 (each a "**Closing Condition**", and collectively, the "**Closing Conditions**"). If any Closing Conditions have not been satisfied, as determined by Developer in its sole discretion, but before the Closing Date, on or prior to the date which is three (3) months after the date this Agreement is fully-executed and an original counter-part is delivered to Developer, then Developer shall have the right to terminate this Agreement by written notice delivered to City and, upon such termination, provided Developer delivers and assigns to City all engineering, surveying, test data, architectural plans and land use agency permits which it has obtained in conjunction with the Property, the Deposit shall be returned to the Developer and the parties hereto shall thereafter be relieved of all further liability or obligation hereunder, except for any indemnities which are expressly stated to survive the termination of this Agreement.

(a) **Satisfactory Due Diligence.** Developer shall have satisfied itself as the physical condition of the Property and the use thereof for Developer's intended purposes and shall not have terminated this Agreement pursuant to the terms of Section 2.5 (Due Diligence Contingency) herein.

(b) **Project Costs.** Developer has demonstrated, to the reasonable satisfaction of the City, that it has available sufficient funds to make the Investment Obligation in the Property.

(c) **Title.** City shall deliver marketable title to the Property by special warranty deed to the Developer at the Closing, as follows:

(i) **Permitted Encumbrances.** At the Closing, City shall cause good and marketable fee simple title to the Property to be conveyed to Developer, or its Affiliate, by the Deed, subject only to such exceptions to title as Developer may approve (or is deemed to have approved) pursuant to the provisions of this Section 2.2 ("**Permitted Encumbrances**"). It is expressly agreed that, at Closing, the Property shall not otherwise be subject to any liens to secure payment of real estate taxes, personal property taxes, water charges, sewer charges, and municipal assessments of any kind or nature. Developer shall order a title commitment (the "**Commitment**") for a title insurance policy (the "**Title Policy**"), to be issued by a title insurance company selected by Developer (the "**Title Company**"), in the face amount of the Purchase Price,

covering Developer's fee simple interest in the Property, together with copies of all title exception documents referenced therein, with such endorsements as Developer shall deem appropriate, and shall deliver a copy thereof to City.

(ii) Developer shall no later than ten (10) business days prior to the Closing, provide written notice to City of any matters shown by the Commitment and/or Updated Survey affecting the Property that are not satisfactory to Developer according to the terms of this Agreement, which notice must specify the reason such matter(s) are not satisfactory and the curative steps necessary to remove the basis for Developer's disapproval (the "**Title Objection Notice**"). The City shall then have twenty (20) business days after receipt of such Title Objection Notice to take such steps, as shall be acceptable to the title company, to satisfy or remove Developer's objection(s) (the "**Title Cure Period**"); provided, however, that at or prior to the Closing, City shall (x) satisfy any mortgage or deed of trust encumbering the Property with a portion of the Purchase Price, and (y) with a portion of the Purchase Price, cause the removal of all other monetary liens encumbering the Property caused, created or permitted by City.

(iii) If City is either unable or unwilling to remove or correct such objection(s) to the title company's satisfaction within the Title Cure Period, Developer shall have the right to terminate this Agreement and receive any amount paid against the Purchase Price and the parties shall have no further obligations to each other except for such provisions that specifically survive the termination of this Agreement. In the event Developer fails to timely give the Title Objection Notice, Developer shall be deemed to have accepted all matters contained in the Commitment and Updated Survey and shall proceed to Closing.

(iv) Within five (5) business days after the issuance of any continuation, supplement or update of the Commitment (but no later than ten (10) business days prior to the scheduled Closing Date) (the "**Title Update**"), Developer shall deliver to City a written statement setting forth any liens, encumbrances or title defects constituting objections to title to the Property disclosed by such Title Update that were not disclosed by the Commitment and, if City is either unable or unwilling to remove or correct such objection(s) to the title company's satisfaction prior to the scheduled Closing Date (or any adjournment agreed to by Developer), Developer shall have the right to terminate this Agreement and the parties shall have no further obligations to each other except for such provisions that specifically survive the termination of this Agreement.

(v) From and after the date of this Agreement, City shall not voluntarily lien or encumber title to the Property, or alienate title to all or any portion of the Property, without Developer's prior written consent, which consent may be withheld in Developer's sole discretion. City shall promptly cause to be removed of record, by satisfaction or bonding, any mechanic's liens encumbering title to the Property caused or permitted by City.

SECTION 2.3 Enforcement Mortgage. Developer is obligated to expend a minimum of the amount of the Investment Obligation to make the Improvements to the Property described in the Plan, which costs shall include all soft and hard costs that Developer submits to City and that City can verify, such obligation shall be secured by the Enforcement Mortgage in the form attached hereto as **Exhibit 3**, and shall be recorded as an encumbrance against Developer's interest in the Property. City agrees that, as Developer demonstrates the value of its Investment Obligation in the Property from time to time after the Closing, City will release the amount secured by the Enforcement Mortgage or modify the Enforcement Mortgage to recognize the extent that Developer has met the Investment Obligation. So long as Developer is performing its obligations under this Agreement, City is willing to subordinate its Enforcement Mortgage to a Financing Transaction that complies with the requirements of this Agreement. The Enforcement Mortgage shall also secure the prohibition against the Developer transferring the Property or a controlling interest in the Developer entity to a non-profit, tax-exempt organization that does not have an agreed PILOT with the City.

SECTION 2.4 Condition of the Property.

(a) At Closing, City agrees to convey good and marketable fee simple title by special warranty deed subject only to the Permitted Encumbrances. At Closing, City shall also deliver exclusive possession of the entire Property to Developer free and clear of any tenants, licensees or occupants. The Property shall be conveyed free of any service or maintenance contracts and Developer shall have no liability for any utility charges incurred prior to Closing.

(b) Except as otherwise expressly provided in this Agreement, City has not made and does not make any representations or warranties as to the physical condition, expenses, operations, legality of occupancy, governmental compliance or any other matter or thing affecting or relating to the Property, the construction of the Improvements or Developer's proposed use of the Property. Developer hereby expressly acknowledges and represents that no such representations or warranties have been made to it, and, subject to Developer having satisfactorily concluded its inspections and examinations permitted to be made upon the Property, and subject to the satisfaction of all other Closing Conditions, as prerequisites to its obligations to purchase the Property pursuant to this Agreement, Developer agrees to purchase the Property "**AS IS, WHERE IS, WITH ALL FAULTS**" that exist at the time of

execution of this Agreement, normal wear and tear and deterioration by the elements prior to the Closing excepted. City shall not be liable or bound in any way for any oral statements, representations, or information pertaining to the Property furnished by any person or by any real estate broker or agent of either party, or any other person that are not set forth herein. The parties understand and agree that all prior and contemporaneous representations, statements, understandings and agreements, oral and written, between and among the parties are merged into this Agreement, which alone fully and completely expresses the agreement between the parties.

SECTION 2.5 **Due Diligence Period; Right to Terminate.**

(a) **Due Diligence Period.** Developer shall have the right to enter upon the Property at all reasonable times within a period of **one hundred eighty (180)** days after the execution of this Agreement (the "**Due Diligence Period**") in order to conduct due diligence that Developer deems necessary or desirable on the Property, including without limitation, engineering, environmental, soil and other physical inspections, limited destructive testing (with the City's prior written consent) and physical testing. The parties shall cooperate and provide Developer, its agents and contractors reasonable access to the Property at all times prior to Closing upon the presentation of insurance coverages and amounts acceptable to the City, as well as reasonable access to and review of books, records, financial statements, permits, approvals, plans and specifications and all other documentation pertaining to the ownership, condition and operation of the Property in City's possession or control. Prior to entry upon the Property by Developer, its agents or subcontractors, however, Developer shall present to City evidence of insurance as set forth in Section 2.9. If the Agreement is terminated by the Developer prior to Closing, Developer shall be obligated to restore the Property to the condition in which it existed prior to the commencement of the Due Diligence Period. This provision shall survive the termination of this Agreement. In the event the Developer is not satisfied with the results of its due diligence for any reason or no reason, then the Developer may terminate this Agreement by providing written notice thereof to the City prior to the expiration of the Due Diligence Period, whereupon the Deposit shall be returned to the Developer and neither party shall have any further liability or obligation to the other party except for those which expressly survive this Agreement.

(b) **Zoning and Land Use Permits Contingency.** Developer's obligation to purchase the Property is preconditioned upon its ability to seek and obtain during the Due Diligence Period, assuming that this Agreement has not been terminated by Developer, a satisfactory inquiry to ensure that the Property is currently zoned, or is capable of being properly zoned for the construction and use of the Improvements and that it is likely to qualify for a certificate of occupancy for the Improvements. In addition, Developer' obligation to purchase the Property is further preconditioned upon its ability to obtain the Land Use Approvals. If Developer fails to obtain the Land Use Approvals within the Due Diligence Period, then, unless on or before the date which is five (5) business days after the expiration of such period Developer

gives written notice of its election to cancel this Agreement, or the parties agree in writing to extend the time for Developer to obtain the Land Use Approvals required, or Developer delivers to City a notice waiving this precondition to its performance hereunder, the parties shall proceed to a Closing as if this contingency was not part of the Agreement. If, however, there is no agreement to extend the Due Diligence Period or the parties do not mutually agree of an acceptable method of resolving Developer's need for an extension of time after Developer gives notice of its intention to cancel this Agreement, this Agreement shall thereupon cease, terminate and come to an end, and the Deposit shall be returned to the Developer and neither party hereto shall have any rights, obligations or liabilities to the other, except for those items that are stated herein to survive the earlier termination of this Agreement.

SECTION 2.6 Conveyance of the Property to Developer at Closing.

(a) **Closing Date.** City shall convey fee simple marketable title to, and exclusive possession of, the entire Property to Developer on a date which is not later than thirty (30) days after the expiration of the Due Diligence Period (the "**Closing Date**"), upon the payment by Developer of the balance of the Purchase Price, subject to any customary closing adjustments and pro-rations, if any, in favor of the City or Developer.

(b) **City's Closing Documents.** At the Closing, City shall deliver to Developer the following documents duly-executed and, where appropriate, acknowledged by City and the following other items (the documents and other items described in this Section 2.6 (b) being collectively referred to herein as "**City's Closing Documents**"):

(i) Deed, in the form annexed hereto as **Exhibit 1** subject only to the Permitted Encumbrances.

(ii) State and Municipal Conveyance Tax Statements (this transaction is exempt from conveyance taxes).

(iii) Such documents and instruments relating to City's authority to sell the Property to Purchaser, in the form customarily required by title insurance companies in the State of Connecticut.

(iv) A customary owner's title affidavit in the form customarily required by title insurance companies in the State of Connecticut to induce a title insurance company to insure against, the rights of tenants or parties in possession, and mechanic's liens for work, materials or services performed or provided within the 90-day period prior to Closing. If any work has been done, or services performed in the 90-day period prior to Closing (by or at the request of any party other than Developer), City must indemnify Developer and Developer's title company from any mechanic's liens filed by reason of such work or services.

(v) Any additional instruments, agreements and other documents as are typical and customary for transactions of the type contemplated by this Agreement and as may be necessary or appropriate to consummate such transactions.

(vi) All keys and access cards in City's possession to all entrance doors, gates, equipment and utility rooms located at or used in connection with the Property.

(c) **Developer's Closing Documents.** At or before Closing, Developer shall deliver to City, subject to the City's approval:

- (i) Evidence as to the availability of Project Costs through equity investment, debt financing or both;
- (ii) Developer's Plan and Schedule;
- (iii) Release of environmental liability as set forth in Section 2.8(b) hereof;
- (iv) Balance of the Purchase Price.

SECTION 2.7 Intentionally omitted.

SECTION 2.8 Environmental Representations.

(a) **Environmental Condition of the Property.** Developer shall be responsible for obtaining, if desired, Environmental Site Assessments of the Property and Existing Improvements, if any, and other investigations, tests, analyses and the like to determine the Existing Environmental Conditions, if any, to satisfy itself fully as to the existence and extent of all Existing Environmental Conditions, if any, at the Property. Except as otherwise set forth in this Agreement, City makes no representations of any kind with respect to any Environmental Conditions that may exist at the Property. City shall deliver to Developer within ten (10) days after the date of this Agreement copies of all environmental reports in its possession concerning the Property ("**Environmental Reports**"). City makes no representations, warranties or assurances concerning the validity, accuracy or completeness of any Environmental Reports that City provides to Developer.

(b) **Release of City.** At Closing, Developer shall release City from any and all future claims, liabilities, costs and expenses for Future Environmental Conditions, whether known or unknown, foreseeable or otherwise, arising from or relating to the presence or alleged presence of any Future Environmental Conditions, the form of release being attached hereto as **Exhibit 2**.

(c) **Connecticut Transfer Act.** City is not aware whether the Property is or is not an "establishment", as that term is defined in the Connecticut Transfer Act (Connecticut General Statutes §§ 22a-134, *et seq.*) (the "Transfer Act"). Therefore, it is Developer's responsibility to determine whether a filing under the Connecticut Transfer Act must be made in connection with the transfer of the Property. If Developer should determine that the Transfer Act is applicable to the sale of the Property contemplated herein, the parties understand and agree that City will be obligated to comply with the Transfer Act at its sole cost and expense as the certifying party.

(d) **Environmental Responsibilities.**

(i) The City shall be responsible for all Existing Environmental Conditions and shall indemnify and hold the Developer harmless with respect to any liabilities or obligations associated therewith. In addition, the City shall be responsible for any required remediation for any Existing Environmental Conditions.

(ii) The Developer shall be responsible for all Future Environmental Conditions and shall indemnify and hold the City harmless with respect to any liabilities or obligations associated therewith.

SECTION 2.9 Pre-Closing Indemnification and Insurance Requirements.

(a) **Indemnification.** Developer, for itself, its contractors and any of its consultants, employees, agents, successors and assigns, agrees to defend, indemnify and hold harmless and City, its appointed and elected officials, officers, department heads, employees and agents, from and against any and all claims, liabilities, obligations, causes of action of whatsoever kind and nature for damages, including costs and expenses, including reasonable attorneys' and consultants' fees arising from Developer's activities on the Property prior to the transfer of title to the Property, provided, however, that Developer shall not be responsible or obligated for claims that arise from the sole proximate cause of the City.

(b) **Insurance Requirements.** Developer must submit evidence of the following insurance coverages in the form and manner required for the benefit of City prior to any entry onto the Property. Developer shall procure, present to City, and maintain in effect without interruption through the date of Closing the insurance coverages identified below with insurers licensed to conduct business in the State of Connecticut reasonably acceptable to City.

Commercial General Liability (occurrence form) insuring against claims or suits brought by members of the public alleging bodily injury or personal injury or property damage and claimed to have arisen solely out of operations conducted by Developer at the Property prior to Closing.

Coverage shall be broad enough to include contingent liability, contractual liability, with limitations of \$5,000,000 for each occurrence/aggregate with a combined single limit for bodily injury and personal injury.

Business Automobile Insurance insuring against claims or suits brought by members of the public alleging bodily injury or personal injury or property damage and claimed to have arisen out of the use of owned, hired or non-owned vehicles in connection with business. Coverage will be broad enough to include contractual liability, with limitations of \$2,000,000 for each occurrence/aggregate with a combined single limit for bodily injury, personal injury and property damage.

Builder's Risk/Installation Floater covering contractor's labor, materials and equipment to be used for completion of the work performed at the Property described in this Agreement against all risks of direct physical loss, excluding earthquake and flood, for an amount to cover the Improvements.

Workers' Compensation insuring in accordance with statutory requirements in order to meet obligations towards employees in the event of injury or death sustained in the course of employment. Liability for employee suits shall not be less than \$500,000 per claim.

General requirements. All policies shall include the following provisions:

Cancellation notice—City shall be entitled to receive from Developer or Developer's insurance carriers not less than 30 days' written notice of cancellation or non-renewal **BY POLICY ENDORSEMENT** to be given to City at the addresses for notice set forth in this Agreement.

Certificates of Insurance—All policies will be evidenced by an original certificate of insurance on an ACORD 25S form authorized and executed with the original signature or official stamp of the insurer or a properly-authorized agent or representative thereof reflecting all coverages required and delivered to City prior to any entry onto the Property under this Agreement.

Additional insured—In instances where City has an insurable interest in the Property and to the extent coverage is attainable, Developer will arrange with their respective insurance agents or brokers to name City as additional insured parties **BY POLICY ENDORSEMENT** on all policies of primary and excess insurance coverages. Developer shall submit to City upon execution of this Agreement and periodically thereafter prior to Closing, evidence of the existence of the required insurance in the form required hereby. Such certificates shall specifically designate City in the following form and manner:

City of Bridgeport, its elected and appointed officials, officers, department heads, employees, agents, servants, successors and assigns, ATIMA.

City of Bridgeport
Office of Planning and Economic Development
999 Broad Street
Bridgeport, Connecticut 06604

Re: Land Disposition Agreement Relating to Development of
Property Located at Former Police Parking Lot, Congress and
Main Streets

SECTION 2.10 Risk of Loss. Developer acknowledges and agrees that it is purchasing the Property to facilitate the development of the Improvements on the Property. Prior to Closing, except for Developer's obligations hereunder, City shall bear all other risk of loss from damage with respect to the Existing Improvements; provided, however, Developer shall have no right to terminate this Agreement by reason of any damage to the Existing Improvements by fire or other casualty, and City shall have no obligation to repair or restore the Existing Improvements by reason of any damage to the Existing Improvements by fire or other casualty prior to Closing. Premiums for insurance with respect to the Property, whether paid by City or Developer, will not be pro-rated at Closing.

SECTION 2.11 Condemnation. In the event that, between the date of this Agreement and the Closing Date, any condemnation or eminent domain proceedings are initiated which might result in the taking of any part of the Property which renders the Property unsuitable for development of the Improvements, as determined by Developer in its commercial business judgment reasonably exercised, then Developer may: (a) terminate this Agreement by written notice to City within thirty (30) days after learning of such condemnation proceedings; or (b) proceed with the Closing, in which event City shall assign to Developer all of City's right, title and interest in and to any award made in connection with such condemnation or eminent domain proceedings. City shall promptly notify Developer in writing of the commencement of any condemnation or eminent domain proceedings.

ARTICLE III

RESTRICTIONS AND EASEMENTS

SECTION 3.1 Use of the Property. Developer acknowledges that the Property is subject to the terms and conditions of this Agreement and all agreements referred to and/or incorporated by reference, including the Deed.

SECTION 3.2 Restrictions On Use of the Property. Developer covenants and agrees for itself, its successors and assigns, and all successors in interest to the Property that, until the issuance of a Certificate of Completion, the Property shall be redeveloped for the purposes set forth in the Plan and no others without the prior written Consent of City which consent may be withheld in City's sole discretion.

(a) **Permitted Use.** Developer shall use the Property solely for mixed-use development described in the Plan as to which the City has given its Consent.

(b) **Certificate of Completion Required.** Upon completion of the Improvements, Developer shall request in writing a Certificate of Substantial Completion for the Improvements with such supporting documentation as City shall reasonably request. City shall issue a Certificate of Substantial Completion in the time and manner required herein as to all the Improvements, verifying Developer's fulfillment of all obligations to construct the Improvements under this Agreement. Such certificate will represent the administrative approval of City's Office of Planning and Economic Development and shall not be confused with or substituted for other permits, certificates and approvals required for the Project from State, federal and municipal agencies and authorities having jurisdiction.

SECTION 3.3 Transfers of Interests in Developer or in the Property.

(a) **Definitions.**

(i) "Real Property Transfer" means a transfer of an interest in the Property permitted by this Agreement.

(ii) "Controlling Interest Transfer" means the transfer of control of the entity constituting Developer. A transfer of "control" shall be deemed to mean the transfer of a majority equity interest and/or controlling interest in the business entity and/or the possession of power to direct or cause the direction of the management and policy of such entity, whether through the ownership of a controlling interest, by statute, or according to the provisions of a contract.

(b) **Permitted Transfers.** Prior to Developer's achievement of Substantial Completion of the Improvements, Developer shall make no Real Property Transfer or Controlling Interest Transfer except in accordance with the following requirements (each a "**Permitted Transfer**"):

(i) Permitted Real Property Transfers. Developer may make a Real Property Transfer provided it gives prior written notice to the City and

(1) the transfer is to a parent or to an Affiliate; and the City and/or any City agency having jurisdiction over the development of the Property, for example, the Bridgeport Redevelopment Agency ("BRA") is satisfied, in the exercise of its commercial business judgment reasonably exercised that:

(i) the Property has received all land use approvals required to construct the Improvements;

(ii) the proposed transferee has proven related project experience and financing to complete the Improvements or the capability to acquire any necessary additional financing for the completion of the Improvements evidenced by a letter from an institutional lender stating that the transferee has the ability to qualify for and obtain the financing needed to complete the construction of the Improvements;

(iii) the proposed transferee, its officers, directors or owners of more than five percent (5%) interest have not been charged with a crime punishable by a prison term of one year or more or punishable by a fine of \$10,000 or more or have not been engaged in dishonest, unethical or other disreputable activities in the conduct of their business, or been debarred from doing business in any jurisdiction, been implicated as a participant in governmental corruption, committed serious unethical conduct or other conduct evidencing business or government corruption or fraud and the like; and

(iv) such transferee and the Persons comprising the ownership of the transferee are not in default in payments to the City; or

(2) such transfer involves the creation of a common interest community or the filing of declarations under the provisions of the Connecticut Common Interest Ownership Act, Connecticut General Statutes §47-200 et seq. as amended or any successor statute thereto; or

(3) such transfer involves sales or leases of condominium units to end-users; or

(4) such transfer involves the placement of a mortgage or lien to a Mortgagee related to a Financing Transaction; or

(5) such transfer involves the imposition of restrictive covenants governing the use of the Property; or

(6) such transfer involves sales or leases of structures or portions of structures that are Substantially Complete, except for the installation of fixtures, interior partitions, ground-floor concrete slabs, and finishing and customized details or any other similar item not typically completed prior to delivery of ownership or occupancy to an end-user in accordance with applicable industry standards.

SECTION 3.4 Covenants Binding Upon Successors in Interest. Developer acknowledges that the terms of City's Enforcement Mortgage and this Agreement shall, from and after Closing hereunder and until the issuance of a Certificate of Substantial Completion for the Improvements, comprise covenants running with the land, and that such covenants shall, in any event, and without regard to technical classification or designation, legal or otherwise, be binding upon Developer, its successors and assigns, to the fullest extent provided by law and in equity for the benefit of and enforceable by City, and the respective successors and assigns of each party.

ARTICLE IV

ACCESS TO PROPERTY

SECTION 4.1 Sign. City reserves the right to install and maintain, at City's sole cost and expense, an appropriate sign or signs on the Property upon the execution of this Agreement and until the Substantial Completion of the Improvements indicating City's support of and involvement in the Project. City shall be responsible for procuring, at its cost, any approvals required for any such signs.

SECTION 4.2 Access. From and after the Closing Date and until the issuance of a Certificate of Completion, upon reasonable written prior notice to Developer, Developer shall permit representatives of City, its consultants, employees, and agents access to the Property, at City's sole risk, at all reasonable times during normal business hours to determine and verify Developer's compliance with this Agreement.

ARTICLE V

CONSTRUCTION OF THE IMPROVEMENTS

SECTION 5.1 Construction of Improvements. In consideration for the conveyance of the Property to Developer, Developer undertakes and agrees to undertake the construction of the Improvements on the Property in accordance with this Agreement.

SECTION 5.2 Time for Commencement and Completion.

(a) **Commencement of Improvements.** Developer shall use commercially reasonable efforts to (i) file its initial applications for land use approvals no later than sixty (60) days after the execution of this Agreement, (ii) to apply for its building permit for the Improvements within thirty (30) days after the expiration of all appeal periods of the Land Use Approvals required to construct the Improvements, and (iii) to commence construction of the Improvements within sixty (60) days after the issuance of a building permit, provided, however, that, if, under applicable law, any Existing Environmental Condition must be abated or remediated by the City prior to the commencement of the construction of the Improvements, then Developer shall use commercially reasonable efforts to commence the construction of the Improvements promptly after the City completes such abatement or remediation.

(b) **Completion of Improvements.** Developer shall diligently pursue construction of the Improvements as required by the terms of this Agreement until Substantial Completion is achieved. Developer shall use commercially reasonable efforts to Substantially Complete the Improvements within two (2) years after the commencement of such construction. Developer's obligation to complete the Improvements within the period of time set forth in this Agreement shall be deemed satisfied if Developer has Substantially Completed the Improvements constituting the Project as set forth in a certificate ("**Certificate of Substantial Completion**") from City, which may not be unreasonably denied, withheld or delayed in the exercise of City's commercial business judgment reasonably exercised.

SECTION 5.3 Construction Schedules, Progress Reports, Meeting Minutes, Etc. No later than thirty (30) days after Closing, Developer agrees to provide to City a Schedule, as the same may be amended from time to time by mutual agreement of the parties, which schedule will be attached hereto and made a part hereof or will be incorporated by reference as if fully set forth herein, which sets forth the dates for submission of zoning and other land use permits, projected dates for obtaining such permits and other approvals, dates for the commencement of each phase of construction and dates for the achievement of various milestones, including the date of Substantial Completion of the Improvements in such form and containing such information as the City determines to be reasonably acceptable. Developer may adjust the Schedule during the construction of the Improvements without changing the date for Substantial Completion except as may be permitted by this Agreement. Developer shall make

available to City for inspection and copying in the City of Bridgeport upon reasonable prior request during Developer's normal business hours, all Project documents, schedules, weekly and monthly construction meeting minutes, progress reports, contract compliance reports, tests, inspection reports and other items reasonably requested by City, provided Developer shall not be required to reveal privileged or confidential information protected from disclosure under the Connecticut Freedom of Information Act.

SECTION 5.4 Local Hiring. The Bridgeport City Council adopted City Ordinance Ch. 3.29 – Employment Opportunities with Developers Fostering Economic Development (Item 136-17) on September 18, 2018, effective upon publication, which requires that the Developer agrees to pursue in connection with the construction of the Project pursuant to the following provisions:

(a) The developer agrees and warrants that during the development of this project pursuant to the terms of this agreement, that first consideration of any additional employment of tradesmen/tradeswomen and/or any apprentices to be working on this project will be given to qualified applicants who are residents of the city and/or who are ex-felons of any category to the maximum greatest extent that any increase in workforce or apprenticeships as a result of this project meets the minimum requirements of twenty (20%) percent local resident hires and five (5%) percent ex-felon hires. The hiring or apprenticeship of an individual who is both a local resident and an ex-felon shall only count as either of one such hire. The developer warrants and represents that it will not replace any of its current workforce as a result of this requirement.

(b) The developer shall include the language set forth above in section (a) in every trades subcontract to the project. The developer shall post in conspicuous places, available to employees and applicants for employment, notices encouraging local residents and ex-felons to apply. The developer will send to each labor union or other representative with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the labor union or workers' representative of the developer's commitments under this division and shall post copies of such notice in conspicuous places available to employees and applicants for employment.

(c) The developer will provide the office of contract compliance established under Municipal Code Sec. 3.12.130 with such information requested by said office concerning the employment pattern, practices and procedures of the developer as relate to the provisions of subsections (a) and (b) of this section and any rules and regulations and/or orders issued pursuant thereto.

(d) Prior to seeking a building permit for the project, developer shall meet with the office of contract compliance with paperwork sufficient to establish developer's satisfaction of this requirement or documentation sufficient to the office

of contract compliance for said office to issue a waiver of this requirement for good cause shown.

ARTICLE VI

REPRESENTATIONS, WARRANTIES AND COVENANTS

SECTION 6.1 Representations, Warranties and Covenants of Developer. Developer represents and warrants to City that:

(a) Developer's purchase of the Property is solely for the purpose of the development of the Property and the construction of the Improvements thereon in accordance with the terms of this Agreement.

(b) Developer has full right, power, authority and legal capacity to enter into this Agreement, the execution and delivery of this Agreement has been duly-authorized by Developer's governing body, and no further consents or approvals of any person or entity are necessary in connection with the execution of this Agreement by Developer.

(c) The entry into and performance of this Agreement by Developer will not result in or constitute any breach or violation of Developer's organizational documents, or constitute a breach or violation of any Financing Transaction, mortgage, indenture, contract or other agreement or instrument to which Developer is a party.

(d) No agreement or provision of applicable law requires the vote of any other persons to authorize or approve the performance by Developer contemplated by this Agreement.

(e) Except as permitted herein, Developer shall not sell, lease, or otherwise dispose of the Property, controlling interest in Developer, or Developer's interest in this Agreement, without the City's prior written Consent.

(f) Developer has not contracted with, nor has any obligation to, any broker, finder or other person entitled to a fee or other consideration for obtaining this Agreement and no such person has been involved in this transaction in any way.

(g) No suit or arbitration proceeding is pending or, to Developer's knowledge, threatened, against Developer, and there are no outstanding judgments or awards against Developer which would prevent or be likely to hinder Developer's performance of this Agreement or have a material adverse affect upon the Project or the financial condition or business of Developer.

(h) Developer acknowledges that its qualifications are of particular concern to the Bridgeport community and City. Developer shall promptly notify City, in writing, of any change in the control of Developer, meaning a sale of more than fifty (50%) percent of its ownership or day-to-day decision-making control. Upon any change in the control of Developer prior to a Closing hereunder, City shall have the option of terminating this Agreement effective fifteen (15) days after City's delivery of notice to Developer advising of City's intention to terminate this Agreement under this Section unless, within such fifteen (15) day period Developer provides City with such information and assurances as may be necessary to demonstrate Developer's continued intention and ability to fulfill its obligations under this Agreement and City consents to such change of Control in the exercise of its commercial business judgment reasonably exercised provided Developer demonstrates to City's satisfaction Developer's continued intention and ability to fulfill its obligations under this Agreement notwithstanding any such change in control.

SECTION 6.2 Representations and Warranties of City.

(a) **As of the Execution Date.** City represents and warrants, to the best of its knowledge and belief, to Developer as of the date of this Agreement, that:

(i) The person executing this Agreement on behalf of City has been duly-authorized to do so and has full right, power, authority and legal capacity to enter into and obligate City to this Agreement, to sell the Property to Developer pursuant to the terms of this Agreement, and to perform City's obligation under this Agreement, the execution and delivery of this Agreement has been duly-authorized by action of City's legislative body, and that no further consents or approvals of any person or entity are necessary in connection with its execution of this Agreement, the sale of the Property to Developer or the performance of City's obligations under this Agreement;

(ii) There is no actual or threatened judicial, administrative or other adversarial action or proceeding against City relating to the Property, or City's authority to sell the Property to Developer and/or perform its obligations hereunder;

(iii) There are no pending, contemplated or threatened condemnation or eminent domain proceedings (or other takings or purchases in lieu thereof) affecting all or any portion of the Property; and

(iv) There are no written leases, licenses or similar agreements affecting the Property, and there are no written options or rights to lease or purchase the Property, or any portion thereof, or interest therein (other than

pursuant to this Agreement), and no party has the right to occupy the Property pursuant to any lease, license or similar agreement.

(b) **As of the Closing Date.** From and after the date of this Agreement until the Closing Date, City shall:

(i) Promptly perform its obligations under this Agreement and shall not act in such a manner as to materially and adversely affect the construction of the Improvements or the intended use of the Property by Developer, provided Developer has not committed an Event of Default that continues beyond any applicable grace or cure period provided herein.

(ii) Refrain from entering into any brokerage, service, maintenance or property management contracts affecting the Property;

(iii) Except as otherwise required by this Agreement, not undertake any obligation, make any representation or take any action with respect to the zoning, rezoning or redevelopment of the Property that has a material and adverse impact on Developer or the construction of the Improvements;

(iv) Not enter into or grant any leases, licenses, rights, options or other agreements affecting the Property (except as expressly required under this Agreement) that would be binding upon Developer after the Closing; and

(v) Not make any material alterations to the Property.

ARTICLE VII

INDEMNIFICATION

SECTION 7.1 Developer's General Indemnification of City. Developer hereby indemnifies, will hold harmless and defend City from and against any and all claims, demands, actions, liability, loss, damage or expense, including without limitation all reasonable attorneys' and consultants' fees arising out of Developer's breach of this Agreement or breach of the warranties and representations set forth herein or resulting from any material inaccuracy in the representations, warranties, covenants or agreements made by Developer to City or any other Governmental Authority or other entity pursuant to or in connection with the terms of this Agreement or any Financing Transaction, provided, however, that Developer shall not be responsible or obligated (i) for claims arising out of the sole proximate cause of City, or (ii) by reason of any damage or injury to the Property prior to Closing which is not caused by Developer, or its agents or contractors, or (iii) by reason of the existence or discovery of any condition existing

on the Property prior to Closing, including any Existing Environmental Condition. This provision shall survive the transfer of title or the earlier termination of this Agreement.

SECTION 7.2 Developer's Environmental Indemnification.

(a) Developer hereby agrees to indemnify, defend and hold harmless City from and against any loss, claim, liability, judgment, fine or expense, including reasonable attorneys' fees and consultants' fees, arising directly or indirectly or in connection with (a) the neglect, omission (where a duty to act existed) or action of Developer or its contractors, consultants and agents (each a "**Developer Party**") that results in the creation of a Future Environmental Condition prior to the Closing Date; or (ii) any alleged or actual violation of Environmental Law by a Developer Party after the Closing Date, or (iii) an Existing Environmental Condition discovered after the Closing, provided, however, that Developer shall not be responsible or obligated for any Existing Environmental Condition discovered prior to the Closing that resulted from the sole proximate cause of the City as to which Developer gave prompt written notice to City.

(b) The provisions of this indemnification shall govern and control over any inconsistent provision of any other document executed or delivered by Developer in connection with this Agreement. This environmental indemnification shall survive the expiration of the Agreement or the earlier termination thereof and shall be a continuing obligation of Developer, its successors and assigns, and shall inure to the benefit of City, its successors and assigns.

SECTION 7.3 Indemnification Procedures. Within thirty (30) days after the occurrence of an event giving rise to a claim for indemnification becomes known to the party entitled to indemnification (the "**Indemnitee**"), the Indemnitee shall promptly give written notice to the party required to provide indemnification (the "**Indemnitor**"). Such notice shall contain a brief description of the facts relating to such claim for indemnification and shall identify or include copies of all relevant documents and other evidence relating to the claim for indemnification. Indemnitor on or before the tenth (10th) business day after receipt of any such claim for indemnification from Indemnitee, shall assume the defense of the matter giving rise to the claim for indemnification at Indemnitor's sole cost and expense. Indemnitor shall promptly provide other items of significance relating to such defense or claim and agrees to promptly provide to Indemnitee copies of all pleadings, correspondence and settlement offers in good faith and with due diligence, and shall comply with Indemnitee's other reasonable requests related to such defense or claim. If the compromise or settlement of any claim (combined with any further indemnity provided by Indemnitor) shall not result in the complete release of Indemnitee, its successors and assigns, in the Indemnitee's commercial business judgment reasonably exercised from the claim so compromised or settled, the compromise or settlement shall require the prior written approval of Indemnitee. The judgment of any court or the award of any arbitrator based upon

such compromise or settlement shall be binding upon all of the parties and shall be enforceable in a court having jurisdiction over the parties located in Fairfield County, Connecticut.

SECTION 7.4 Brokers and Finders. City and Developer each represent and warrant that **NO BROKER** was involved in consummating this transaction. City and Developer agree, respectively, to indemnify and hold the other harmless from and defend the other against any claim, loss or damage, including reasonable attorneys' fees and court costs, resulting from the falsity of the foregoing representation and warranty. This paragraph shall survive the cancellation or earlier termination of this Agreement.

ARTICLE VIII

EVENTS OF DEFAULT; REMEDIES

SECTION 8.1 Default by City; Remedies. In the event that City defaults in any of its material obligations under this Agreement or if any City representation or warranty should be inaccurate in any material respect and provided that Developer is in compliance with and has not committed an Event of Default that remains uncured at the time Developer sends notice to City (each, a "**City Event of Default**"), Developer shall give written notice to City and City shall have the right to cure such City Event of Default within thirty (30) days after receipt of such notice, unless such cure is not reasonably capable of being achieved in such 30-day period in which case City shall have the right to an additional sixty (60) days to cure such City Event of Default so long as City pursues such cure in good faith and with diligence, and, if City is unable to cure such City Event of Default, then Developer shall have the right to pursue all legal and equitable remedies available to it, including specific performance, but shall not be entitled to pursue indirect, consequential, special or punitive damages.

SECTION 8.2 Default by Developer; Remedies; Lender Protections; Enforcement Mortgage.

(a) **Pre-Closing Developer Defaults.** The occurrence of any of the following events of default prior to a Closing hereunder shall constitute an event of default (each a "**Pre-Closing Developer Event of Default**"):

(i) In the event that Developer defaults in any of its material obligations under this Agreement or if any Developer representation or warranty should be inaccurate in any material respect and provided that City is in compliance with and has not committed a City Event of Default that remains uncured at the time City sends notice to Developer, City shall give written notice to Developer and Developer shall have the right to cure such

Developer Event of Default within thirty (30) days after receipt of such notice, unless such cure is not reasonably capable of being achieved in such 30-day period in which case Developer shall have the right to an additional sixty (60) days to cure such Developer Event of Default so long as Developer pursues such cure in good faith and with diligence, and, if Developer is unable to cure such Developer Event of Default, then City shall have the right to pursue all legal and equitable remedies available to it but shall not be entitled to pursue indirect, consequential, special or punitive damages;

(ii) If Developer shall file for bankruptcy or become bankrupt or insolvent, or shall file any debtor protection proceedings in any court pursuant to any statute of the United States, or shall file or have filed against it a petition in bankruptcy or insolvency or for reorganization or for the appointment of a receiver or trustee of all or a portion of its assets, or if Developer makes an assignment for the benefit of creditors, or petitions for or enters into an arrangement for the partial satisfaction of its debts, and if any of the aforesaid are not vacated, dismissed or cancelled within ninety (90) days following the date any such event occurs.

(b) **City's Remedy for Pre-Closing Developer Event of Default.** Upon the occurrence of a Developer Event of Default prior to Closing that shall not be cured within the applicable notice and cure period, City shall have the right to terminate this Agreement and all of Developer's interest in the Property, subject to the rights of lenders described below.

(c) **Post-Closing Developer Events of Default.** The occurrence of any of the following events, subsequent to the conveyance of the Property to Developer, shall constitute a Developer Event of Default (each, a "**Post-Closing Developer Event of Default**"):

(i) In the event Developer fails to commence construction of the Improvements or fails to achieve Substantial Completion in accordance with the Schedule; or

(ii) if Developer shall sell, lease or otherwise dispose of the Property or controlling interest in Developer in violation of this Agreement without City's prior written Consent; or

(iii) if Developer shall intentionally violate the non-discrimination covenants contained herein; then,

provided that City is in compliance with and has not committed a City Event of Default that remains uncured at the time City sends notice to Developer, City shall give written notice to Developer and Developer shall have the right to cure such Developer Event of

Default within thirty (30) days after receipt of such notice, unless such cure is not reasonably capable of being achieved in such 30-day period in which case Developer shall have the right to an additional sixty (60) days to cure such Developer Event of Default so long as Developer pursues such cure in good faith and with diligence, and, if Developer is unable to cure such Developer Event of Default, then City shall have the right to pursue all legal and equitable remedies available to it but shall not be entitled to pursue indirect, consequential, special or punitive damages.

(d) **Lender Rights.** City grants the following rights to lenders who have mortgages secured by the Property:

(i) **Notice of Developer Default to Mortgagee.** Notwithstanding any of the provisions of the Agreement applicable to Developer to the contrary, including but not limited to those which are or are intended to be covenants running with the land, the holders of any mortgages in the aggregate amount not to exceed the amount of the Investment Obligation granted in connection with a Financing Transaction (including any such holders, or its Affiliates, who obtains title to the Property as a result of foreclosure proceedings, or other legal action (each, a "**Mortgagee**"), but not including (1) any other party that is not an Affiliate or such Mortgagee who thereafter obtains title to the Property from or through such Mortgagee, or (2) any other purchaser at a foreclosure sale other than the Mortgagee itself, or its Affiliate, or (3) any other lender to whom the City has not subordinated this Agreement to the lien of such mortgagee's mortgage, whenever City shall deliver any notice to Developer with respect to any Developer Event of Default under the Agreement, City shall at the same time give notice to each Mortgagee at the last address of such Mortgagee in a mortgage or other security agreement filed in the Bridgeport Land Records of City.

(ii) **Mortgagee's Option To Cure Developer Defaults.** Upon the occurrence of a Developer Event of Default, each Mortgagee shall have the right, at its option, to cure such Developer Event of Default and to add the cost thereof to the mortgage debt and the lien of its mortgage; provided, however, if the breach or default is with respect to the demolition of the Existing Improvements and/or the construction of the Improvements, nothing contained in this Agreement, or provision of the Deed, shall be deemed to require such Mortgagee, either before or after foreclosure or other legal action, to undertake or continue the completion of the Improvements, unless such Mortgagee shall, in the exercise of its sole discretion, elect to assume Developer's obligations to complete the Improvements on the Property pursuant to a written agreement reasonably satisfactory to City in the exercise of its commercial business judgment reasonably exercised, provided, however, that, if the Mortgagee elects to complete the Improvements, City and Mortgagee shall mutually agree to a

period of time in which to complete the Improvements pursuant to completion schedule ("**Completion Schedule**") that affords Mortgagee a sufficient period of time or a duration of time to complete similar to the duration for such work set forth in the original Schedule to complete the unfinished balance of the Improvements then remaining with reasonable time added if necessary for bidding and mobilization of contractors.

(iii) **Mortgagee Not Obligated To Construct.** The Mortgagee's option to cure a Developer Event of Default shall in no way obligate the Mortgagee to complete the Improvements or to guarantee such construction or completion, nor shall any covenant or any other provision in the Deed be construed to so obligate such Mortgagee, provided, however, that, nothing in this Agreement shall be deemed or construed to permit or authorize any such Mortgagee to devote the Property to any uses other than the Permitted Uses or to construct any improvements other than the Improvements thereon without City's prior written consent.

(iv) **Forbearance by City.** Each Mortgagee shall be afforded the time to cure a Developer Event of Default set forth herein during which cure period the Mortgagee shall have the right, but not any obligation, to procure (and, at its option, to convey the Property to) a substitute real estate developer acceptable to City in City's exercise of its commercial business judgment reasonably exercised (the "**Replacement Developer**") so long as the Replacement Developer agrees to cure the Developer's Event of Default, unless the City agrees that it is unnecessary to do so in the exercise of its commercial business judgment reasonably exercised, and otherwise agrees to complete the Improvements in accordance with the Completion Schedule, to execute an assignment and assumption agreement to perform the Developer's remaining obligations under this Agreement at such time ("**Assignment**"), and agrees to execute such other documents and do such other things as City may require so long as Replacement Developer's obligations are no greater than the Developer's obligations under the Agreement.

(e) **Certificate of Completion.** Any such Mortgagee who shall Substantially Complete the Improvements relating to the Property or applicable part thereof shall be entitled, upon written request made to City, to a Certificate of Completion for such completed Improvements in the manner provided herein, and any such certification shall be deemed to mean that any remedies or rights with respect to recapture of or reversion or reversioning of title to the Property that City shall have or be entitled to because of the failure of Developer, or any successor in interest to the Property, or any part thereof, to cure or remedy any default with respect to the construction of the Improvements on other parts or parcels of the Property, or because of any other default in or breach of the Agreement by the Redeveloper or such successor, shall no longer apply to the part or parcel of the Property to which such Certificate of Completion relates. (Such Certificate of Completion is a contract document to be issued pursuant to this Agreement and is

not to be mistaken or required in lieu of a certificate of occupancy issued by the City's Building Department.)

(f) City's Option to Obtain Assignment of Mortgage, Purchase Property, or Exercise Enforcement Mortgage. If a Developer Event of Default occurs and either: (i) Developer does not cure the same in the manner provided herein; (ii) if a Mortgagee declines or refuses to exercise its rights to cure such default; (iii) if Mortgagee undertakes to cure a Developer Event of Default but does not cure the same in the manner provided herein; (iv) if Mortgagee undertakes the construction of the Improvements but does not complete the Improvements in accordance with the Completion Schedule; then City shall have the following alternative rights and remedies:

(i) City shall have the option of (1) purchasing from Mortgagee or securing an assignment of the Mortgagee's mortgage and the debt secured by the Property, or (2) in the event Mortgagee has acquired Developer's interest in the Property by way of foreclosure or other legal action, to a conveyance by Mortgagee to City of title to the Property upon payment of an amount equal to the sum of: a. the mortgage debt secured (less all appropriate credits, including those resulting from collection actions, suits upon guarantees, and application of rental payments and other income received by Mortgagee applicable to or which would otherwise offset the outstanding mortgage debt secured; b. all court costs, other collection expenses and reasonable attorneys' fees incurred by Mortgagee; c. the costs and expenses incurred by Mortgagee as a direct result of the necessary property management services; or d. the costs of any Improvements made by Mortgagee; and e. an amount equivalent to the rate of interest that would have accrued on the mortgage debt exclusive of default interest, collection costs, management expenses and the like as if such mortgage debt continued to accrue interest after a Developer Event of Default.

(g) Rights and Remedies Cumulative; Non-Recourse. Except with respect to rights and exclusive remedies expressly described as such in this Agreement, the rights and remedies of the respective parties are cumulative and the exercise or non-exercise by any party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same Event of Default or any other Event of Default by another party.

(h) Estoppel Certificates. City and Developer shall, without charge, at any time and from time to time, upon request by the other party or by any existing or prospective Mortgagee, provide within ten (10) days after any such request any instrument certifying, verifying, stating, or representing the information sought in response to the following:

(i) that this Agreement in unmodified and in full force and effect; or, if there have been any modifications, that the Agreement is in full force and effect as modified and stating the modifications and the dates thereof;

(ii) whether or not there are then existing any Events of Default under this Agreement, and, if so, specifying such defaults with reasonable particularity;

(iii) whether or not there are then existing any setoffs or defenses against the enforcement of any of the obligations, terms and/or conditions of this Agreement, and, if so, specifying the amount and nature of the same; and

(iv) such other matters as may be reasonably requested.

ARTICLE IX

MISCELLANEOUS PROVISIONS

SECTION 9.1 **Force Majeure.** The parties hereto, respectively, agree that the other party shall not be in default of this Agreement whether before or after Closing if such party is unable to fulfill, or is delayed in fulfilling, any of its obligations hereunder in spite of its employment of commercially reasonable efforts and due diligence as a result of events beyond the reasonable control of such party caused by severe weather conditions, natural disasters, catastrophic events, labor unrest, severe shortages of key materials, or delays of contractors or subcontractors due to any such causes, casualties to persons or Property, war, governmental preemption in a national emergency, enactment of law, rule or regulation or change in existing laws, rules or regulations which prevent any party's ability to perform its respective obligations under this Agreement, or actions taken by other persons beyond the exclusive control of the party claiming hindrance or delay (any of the foregoing being referred to as "**Force Majeure**"). If a party believes that a hindrance or delay has occurred, it shall give prompt written notice to the other party of the nature of such hindrance or delay, its effect upon such party's performance under this Agreement, the action needed to avoid the continuation of such hindrance or delay, and the adverse effects that such hindrance or delay then has or may have in the future on such party's performance. Notwithstanding the receipt of notice of a claimed hindrance or delay by one party, such request shall not affect, impair or excuse the other party hereto from the performance of the non-requesting party's obligations hereunder unless its performance is impossible, impractical or unduly burdensome or expensive, or cannot effectively be accomplished without the cooperation of the party claiming hindrance or delay.

SECTION 9.2 Entire Agreement. This Agreement shall supersede all prior oral or written statements, agreements and understandings between or among the parties hereto with respect to the transactions contemplated by this Agreement that are not specifically contained herein.

SECTION 9.3 Requisite Authority. Developer shall cause its legal counsel to deliver a legal opinion in form and content reasonably acceptable to City prior to the execution of this Agreement to the effect that: (i) Developer is a duly-formed or duly-organized and validly existing corporation and is duly-qualified to transact business in Connecticut; (ii) signer is the duly-authorized officer or official of Developer and has full right, power, authority and legal capacity to enter into and obligate Developer to this Agreement; (iii) the execution and delivery of this Agreement and the performance thereof has been duly-authorized by the governing body of Developer; (iv) the execution of the Agreement by Developer will not violate any other contract, arrangement or other obligation of Developer; and (v) no further consents or approvals of any person or entity are necessary in connection with Developer's execution and performance of this Agreement.

SECTION 9.4 Notices. All notices, demands or other communications required or desired to be delivered pursuant to this Agreement by any party hereto shall be made in writing and shall be deemed sufficiently given or delivered only if personally delivered with proof of delivery thereof (any notice or communications so delivered being deemed to have been received at the time delivered), or sent by a nationally-recognized next day courier (such as Federal Express) (any notice or communication so sent being deemed to have been delivered when received, or when delivery is refused), or if sent by certified mail—return receipt requested and deposited in a postage-prepaid envelope with the United States Postal Service, which mail would be deemed received two business days after deposit, each such notice to be addressed to the respective parties as follows:

If to Developer:

The Primrose Companies, Inc.
Attn: John Guedes
1425 Noble Avenue
Bridgeport, CT 06610

With a copy to:
David K. Kurata, Esq.
Russo & Rizio, LLC
One Post Road
Fairfield, CT 06824
Telephone: (203) 255-9928
Facsimile: (203) 255-6618
Email: dkurata@russorizio.com

If to City:

City of Bridgeport
Office of Planning & Economic Development
City Hall Annex
999 Broad Street, 2nd Floor
Bridgeport, Connecticut 06604

With a copy to:

City of Bridgeport
City Attorney
Office of the City Attorney
999 Broad Street, 2nd Floor
Bridgeport, Connecticut 06604

Each of the parties hereto shall promptly notify each other in the manner set forth above of any change in their respective addresses or any other address or other person to whom future notices should be sent.

SECTION 9.5 Severability. If any provision of this Agreement shall be held to be invalid by a court of competent jurisdiction, the remaining terms of this Agreement, to the extent not inconsistent with any such holding, shall not be affected thereby if such remaining terms would then continue to conform with the requirements of applicable laws and this Agreement.

SECTION 9.6 Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall be deemed to constitute one and the same agreement.

SECTION 9.7 Waiver. Any right or remedy which either party or their respective successors or assigns may have under this Agreement may be waived at any time, but any such waiver shall not affect the future exercise of such right in the future or any other rights of the parties not specifically waived. No waiver of any right or remedy by any party at any one time shall be deemed to be a waiver of any such right or remedy in the future unless otherwise expressly stated in a written agreement.

SECTION 9.8 Amendments: Modifications. This Agreement may be amended or modified only by a written document, duly-executed by all of the parties hereto, evidencing their mutual agreement to any such amendment or modification.

SECTION 9.9 Section Headings. The descriptive headings of the articles, sections and subsections of this Agreement are for convenience only and shall not affect the meaning or construction of any of the provisions hereof.

SECTION 9.10 Governing Law. The respective rights, obligations and remedies of the parties under this Agreement and the interpretation thereof shall be governed by the laws of the State of Connecticut which pertain to agreements made and to be performed in the State of Connecticut.

SECTION 9.11 Binding Effect. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and assigns.

SECTION 9.12 Gender; Number. Whenever used in this Agreement and the context so requires, the singular number shall include the plural and vice-versa, and the use of the masculine, feminine, or neuter gender shall include any gender required.

SECTION 9.13 Limitations on Personal or Financial Interest.

(a) No elected representative, official or employee of City shall participate in any decision relating to this Agreement if such a person has a personal or financial interest or interests, direct or indirect, in Developer or the Project, and any elected representative, official or employee must disclose, in writing, to all parties to this Agreement the existence of any formal or informal contract, relationship or understanding, whether oral or written, whether existing or contemplated, that would present a potential conflict of interest or the appearance of impropriety.

(b) After the date of the execution of this Agreement and prior to the issuance of a Certificate of Completion, Developer will not knowingly, without a prior finding by City that such action is consistent with the public interest, employ any employee of City who has participated in the Plan or the Project.

SECTION 9.14 Offer and Acceptance. It is expressly understood and agreed that this Agreement shall not constitute an offer or create any rights in favor of Developer and shall in no way obligate or be binding upon City. Nor shall it have any force or effect against City until this Agreement is approved by the Bridgeport City Council and City delivers a fully-executed original thereof to Developer.

SECTION 9.15 Further Assurances. Each party hereto shall from time to time execute, acknowledge and deliver such further instruments and perform such additional acts at no cost to such party as the other party may reasonably request to further effectuate or confirm the intent of this Agreement.

SECTION 9.16 Dispute Resolution. Any dispute concerning this Agreement or the interpretation thereof set forth in written notice to the other parties hereto, and if such dispute cannot be resolved by mutual agreement shall

be resolved in a court of competent jurisdiction over the parties located in Fairfield County, Connecticut.

SECTION 9.17 Legal Relationship of Parties. The parties hereto shall be deemed and construed to be independent of one another for all purposes and nothing contained in this Agreement shall be deemed or determined to create a partnership or joint venture between them.

SECTION 9.18 Nondiscrimination. Developer agrees not to discriminate, nor permit discrimination, against any person in its employment practices, in any of its contractual arrangements, in all services and accommodations it offers to the public, and in any of its other business operations on the grounds of race, color, national origin, religion, sex, sexual orientation, disability or veteran status, marital status, mental retardation or physical disability.

SECTION 9.19 Taxes. Developer shall pay promptly when due any and all real and personal property taxes and Downtown Special Services District taxes imposed upon the Property or Developer's furniture, fixtures, equipment, vehicles and other taxable property, and first levied or assessed on or after the Closing Date.

SECTION 9.20 Waste or Nuisance. Developer shall not commit or permit waste to the Improvements on the Property nor shall it, subsequent to the Closing hereunder, maintain, commit or permit the maintenance or commission of any nuisance, unsightly or unhealthy condition on or about the Property, provided Developer shall not be in breach of this Section 13.20 by reason of the condition of the Property and Existing Improvements on the Closing Date.

SECTION 9.21 Intentionally Omitted.

SECTION 9.22 Recording. This Agreement, or a memorandum thereof in the form of a notice of lease under Connecticut law, shall be recorded on the Bridgeport Land Records and a complete copy thereof shall be available for review and inspection at City's Office of Planning and Economic Development, 999 Broad Street, 2nd Floor, Bridgeport, Connecticut 06604.

SECTION 9.23 Duration. This Agreement shall be in effect until the issuance of a Certificate of Substantial Completion for all of the Improvements or until terminated in accordance with this Agreement, whichever shall first occur.

SECTION 9.24 Precedence of Documents. In the event there is any conflict in interpretation between this Agreement and any other agreement referred to herein, the terms of this Agreement shall govern over all others.

SECTION 9.25 Survival. Upon the termination of this Agreement prior to Closing, this Agreement shall come to an end and the parties shall have no further

obligations to each other except for those provisions specifically stated to survive early termination, which shall survive and be binding upon the parties.

IN WITNESS WHEREOF, the parties have executed this agreement on and as of the date first above written.

Signed, sealed and delivered
in the presence of:

CITY OF BRIDGEPORT

By: _____

Director of the Office of Planning and
Economic Development
duly-authorized

Signed, sealed and delivered
in the presence of:

THE PRIMROSE COMPANIES, INC.

By: John Guedes
Its: President
duly-authorized

SCHEDULE A

Property Description

[FORM OF SPECIAL WARRANTY DEED]

DEED

concerning

_____, Bridgeport, Connecticut

TO ALL PEOPLE WHOM THESE PRESENTS SHALL COME -- GREETINGS
KNOW YE, THAT City of Bridgeport, a municipal corporation duly-organized and existing by and under the laws of the State of Connecticut, located in the County of Fairfield, and State of Connecticut (hereinafter referred to as the "Grantor"), for consideration of _____ (**\$ _____**) **Dollars** received to its full satisfaction from _____, having an address at _____ (hereinafter referred to as the "Grantee"), does hereby remise, release and forever Quitclaim unto the Grantee and upon its successors and assigns forever all the right, title, interest, claim and demand whatsoever as the Grantor has or ought to have in or to all that certain piece or parcel of land situated in City of Bridgeport, County of Fairfield and State of Connecticut, commonly known as located at _____, Bridgeport, Connecticut, and described more particularly in **Schedule A** attached hereto and made a part hereof ("Premises").

CONDITIONS OF CONVEYANCE

This deed is made and executed and is subject to certain express conditions, agreements and covenants described in a Land Disposition Agreement ("LDA") of even date herewith. Said conditions, agreements and covenants are a part of the consideration for the Premises hereby conveyed; and the continued existence of the estate hereby granted shall depend upon the continued observance of said conditions, agreements and covenants for the period more particularly described in the LDA; and the Grantee hereby binds its successors and assigns forever to the covenants, agreements and conditions set forth in the LDA, for the period set forth in the LDA, as the same may be extended, but no longer than any extended period. The City herein and hereby expressly reserves the right to prohibit the sale of the Project Site or transfer of a controlling interest in the Grantor entity to a non-profit, tax exempt entity that does not have a payment in lieu of taxes agreement with the Grantee unless and until Grantee has satisfied its obligations under the LDA and shall only terminate upon the City's filing on the Bridgeport Land Records a Certificate of Completion releasing the Grantee from the obligations of the LDA.

Environmental Release

TO ALL WHOM THESE PRESENTS SHALL COME OR MAY CONCERN:

GREETING, KNOW YE, THAT _____, having an address at _____ ("Releasor"), for good and valuable consideration [in consideration of the sum of _____ (\$ _____) Dollars lawful money of the United States of America paid TO IT in hand by received from the _____, a _____ organized and existing under the laws of the State of Connecticut, the receipt and sufficiency whereof is hereby acknowledged, has remised, released and forever discharged, and by these presents does for ITSELF, ITS administrators, successors and assigns, remise, release and forever discharge the said _____, ITS AGENTS, SERVANTS, EMPLOYEES, OFFICERS, ELECTED AND APPOINTED OFFICIALS, COMMISSIONERS, AGENCIES, BOARDS AND COMMISSIONS, and their respective heirs, administrators, successors and assigns ("Releasees") of and from all, and all manner of, actions, causes of action, suits, personal injury claims, property damage, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, controversies, agreements, promises, variances, torts, trespasses, damages, judgments, extents, executions, claims and demands whatsoever in law or in equity relating to:

Environmental Conditions under the Environmental Laws discovered or occurring subsequent to the date hereof at the Premises described on Schedule A attached hereto and made a part hereof

which against the said _____ AND/OR ITS AGENTS, SERVANTS, EMPLOYEES, OFFICERS, ELECTED AND APPOINTED OFFICIALS, COMMISSIONERS, AGENCIES, BOARDS AND COMMISSIONS, and their respective heirs, administrators, successors and assigns ever had, now have or which the undersigned's administrators, successors or assigns hereafter can, shall or may have for, upon or by reason of any matter, cause or thing whatsoever from the beginning of the world to the day of these presents.

And especially in connection with ANY ENVIRONMENTAL CLAIMS related to that certain Land Disposition Agreement dated _____ and recorded in the Bridgeport Land Records in Book ____ at Page _____.

IN WITNESS WHEREOF, the Releasor has hereunto set its hand and seal on the _____ day of _____, 20____.

Sealed in the presence of: [Releasor]

Schedule A

"Environmental Conditions" shall mean any existing or future condition that has resulted in, results in, or is reasonably likely to result in the Release or migration of Hazardous Materials, alone or in conjunction with other substances, at, upon, under, onto, generated by, emanating or having emanated from, or emitting or having been emitted from, the Property in violation of applicable Environmental Laws.

"Environmental Laws" shall mean all statutory and common federal, state and local laws, rules, orders, regulations, statutes, ordinances, codes, orders, decrees or other requirements of and/or within the jurisdiction of any Governmental Authority, now or at any point in effect and applicable to the Property, to the City, to any prior owner of the Property, and/or Developer and regulating, relating to, or imposing liability for the protection of the environment, or any Hazardous Materials, including without limitation the following: any federal, state or local environmental law, ordinance, rule or regulation including, without limitation, the Resource Conservation and Recovery Act of 1976, 42 U.S.C. §§ 6901-6987, as amended by the Hazardous and Solid Waste Amendments of 1984, the Comprehensive Environmental Response, Compensation and Liability Act, as amended by the Superfund Amendments and Reauthorization Act of 1986, 42 U.S.C. §§ 9601-9657 ("CERCLA"), the Hazardous Materials Transportation Act of 1975, 49 U.S.C. § 1801-1812, the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act (42 U.S.C. §6901 et seq.) ("RCRA"), the Toxic Substances Control Act (15 U.S.C. §2601 et seq.) ("TSCA"), the Clean Air Act, 42 U.S.C. §§ 7401 et seq. ("CAA"), the Federal Insecticide, Fungicide and Rodenticide Act, 7 U.S.C. §§ 136 et seq. ("FIFRA"), the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.) ("FWPCA") and/or the Safe Drinking Water Act (42 U.S.C. §300f et seq.) ("SDWA"), Connecticut General Statutes 22a-114 et seq., 22a-134 et seq., and 22a-451 et seq., as the foregoing may have been amended to date, and all similar federal, state and local environmental laws, ordinances, rules, codes and regulations, and any other federal, state or local laws, ordinances, rules, codes and regulations, as any of the foregoing may have been from time to time amended, supplemented or supplanted and any other federal, state or local laws, ordinances, rules, codes and regulations now existing relating to the protection of health, safety or the environment or the regulation or control or imposing liability or standards of conduct concerning toxic or hazardous waste, substances or materials.

Schedule A

Legal Description of Premises

EXHIBIT 3

ENFORCEMENT MORTGAGE

THIS MORTGAGE is made this ___ day of _____, 20___, by and between _____, having an address/principal office and place of business at _____ (hereinafter the "Mortgagor"), and **CITY OF BRIDGEPORT**, a municipal body corporate and politic, having an address at 45 Lyon Terrace, City of Bridgeport, County of Fairfield, State of Connecticut 06604 (hereinafter the "Mortgagee").

Mortgagor, in consideration of the obligations hereinafter recited, does hereby give, grant, bargain, sell, convey and confirm unto Mortgagee, its successors and assigns forever, all those certain pieces or parcels of real estate located at _____ in the City of Bridgeport, County of Fairfield and State of Connecticut as more particularly described in **Schedule A** attached hereto and made a part hereof (hereinafter the "Property"), to have and to hold together with all buildings and other improvements now or hereafter erected thereon, and all easements, appurtenances, rights-of-way and rights used in connection therewith or as a means of access thereto and all tenements and hereditaments thereof and thereto and all fixtures now or hereafter attached to the Property.

This Mortgage deed is given to secure Mortgagor's performance of the Mortgagor's obligations (including those set forth in **Exhibit ___**) pursuant to a certain [Land Disposition Agreement dated _____ ("Contract") between Mortgagor and Mortgagee. This Mortgage shall only become enforceable as and to the extent described herein and in the _____.

This Mortgage is subject and subordinate to the rights of an institutional lender given to Mortgagor in a maximum principal amount not to exceed _____ (\$ _____) Dollars.

This conveyance and grant by Mortgagor to Mortgagee is WITH MORTGAGE COVENANTS.

Mortgagee will entertain partial releases from the amount secured by the Mortgage upon the Mortgagor's demonstration that it has made demonstrated financial investment in the Property securing this Mortgage to the Mortgagee's reasonable satisfaction as required by the Contract.

NOTE: All terms not otherwise defined herein shall have the definitions set forth in the Contract (defined below).

ARTICLE I

MORTGAGOR OBLIGATIONS

To protect the security of the Mortgage, Mortgagor further covenants, warrants and agrees with Mortgagee as follows:

1.1 **Required Insurance.** Mortgagor shall, at Mortgagor's sole cost and expense and at all times until the obligations secured hereunder shall be fully performed, maintain or shall cause to be maintained with respect to the Property the insurance coverages and amounts described below. Mortgagor shall procure or cause to be procured, shall present to the City at least once each calendar year, and shall maintain in effect through the term of this Mortgage without interruption, the required insurance from insurers licensed to conduct business in the State of Connecticut and having a Moody's or Best's financial rating acceptable to the Mortgagee, as follows:

Commercial General Liability (occurrence form) insuring against claims or suits brought by members of the public alleging bodily injury or personal injury or property damage and claimed to have arisen out of operations conducted under this Agreement. Coverage shall be broad enough to include premises and operations, contingent liability, contractual liability, completed operations (24 months), broad form property damage, care, custody and control, with limitations of \$___,000,000 for each occurrence/aggregate with a combined single limit for bodily injury, personal injury and property damage.

Business Automobile insuring against claims or suits brought by members of the public alleging bodily injury or personal injury or property damage and claimed to have arisen out of the use of owned, hired or non-owned vehicles in connection with business. Coverage will be broad enough to include contractual liability, with limitations of \$___,000,000 for each occurrence/aggregate with a combined single limit for bodily injury, personal injury and property damage.

Workers' Compensation insuring in accordance with statutory requirements in order to meet obligations towards employees in the event of injury or death sustained in the course of employment. Liability for employee suits shall not be less than \$500,000 per claim.

Property Damage insuring against direct damage loss to buildings, structures or improvements and all materials and equipment to become part of the temporary construction requirements or to permanent buildings, structures or improvements (including boiler and machinery equipment), including materials and equipment in transit and thereafter stored on-site or off-site. Coverage shall include standard builder's risk broad form coverage including repair and replacement including agreed amount clause covering 100% replacement value with no co-insurance requirement, including flood, collapse and earthquake. Waivers of subrogation will be provided for all interested parties named herein. Mortgagor, its contractors and subcontractors

will be responsible for insuring their respective equipment, tools and materials brought to the Property but which are not intended to become part of the temporary construction requirements or part of the permanent structures, buildings or improvements.

General requirements. All policies shall include the following provisions:

Cancellation notice – The Mortgagee shall be entitled to receive from the insurance carriers not less than 30 days' written notice of cancellation or non-renewal to be given to the Mortgagee at: Purchasing Agent, City of Bridgeport, City Hall, 45 Lyon Terrace, Bridgeport, Connecticut 06604.

Certificates of Insurance – All policies will be evidenced by an original certificate of insurance on an ACORD 25S form authorized and executed with the original signature or official stamp of the insurer or a properly-authorized agent or representative thereof reflecting all coverage required and delivered to the Mortgagee prior to any entry onto the Property or the commencement of work or other activity.

Additional insured – Mortgagor will arrange with its insurance agent or broker to name the Mortgagee, its elected and appointed officials, department heads, employees and agents, on all policies of primary and excess insurance. Mortgagor shall submit to the Mortgagee upon commencement of this Agreement and periodically thereafter, but in no event less than once during each year of this Mortgage, evidence of the existence of the required insurance in the form required hereby. Such certificates shall specifically designate the Mortgagee in the following form and manner:

The City of Bridgeport, its elected and appointed officials, department heads, employees, agents, servants, successors and assigns, ATIMA, Attention: Purchasing Agent, 45 Lyon Terrace, Bridgeport, Connecticut 06604.

1.2 **Maintenance.** Mortgagor shall not commit or permit any waste in or about the Property and shall use its best efforts to develop and maintain the Property in accordance with the Contract and in good condition and repair.

1.3 **Inspection.** Mortgagee, or its authorized representatives, is authorized to enter, at any reasonable time, upon or in any part of the Property for the purpose of inspecting the same or for the purpose of performing any of the acts it is authorized to perform under the terms of this Mortgage.

ARTICLE II

DEFAULT

2.1 **Events of Default.** Any one or more of the following shall constitute an event of default ("Event of Default") under the Mortgage:

(a) Failure of Mortgagor to make or cause to be made the required level of investment in the Property set forth in Exhibit __ no later than the dates required to do so during the term of this Mortgage after written notice and a 30-day period to cure such failure.

(b) Failure of the Mortgagor to comply or to cause compliance with the Contract after written notice and a 30-day period to cure such failure.

(c) Transfer of legal or equitable title to any portion of the Property, except to a construction lender as described herein during the term of this Mortgage, unless Mortgagor has completed all of its obligations under Exhibit ____ or unless Mortgagee consents in writing to a transfer of legal or equitable title to any portion of the Property.

(d) Failure to pay any imposition or insurance premium required by this Mortgage when the same shall come due, or failure to continuously maintain the insurance requirements described in this Mortgage.

(e) Failure to maintain the improvements on said Property in good repair and in accordance with the terms and conditions of this Mortgage and the Contract of Sale, after written notice and a 30-day period to cure such failure.

(f) Failure to comply, within the time specified in any judgment, court order, judicial notice, law, ordinance, or regulation, or, if no date for compliance is stated, no later than three (3) months after the issuance thereof, with any requirements set forth in such document issued by any governmental authority claiming jurisdiction over the Property. If Mortgagor notifies the Mortgagee of the issuance of such judgment, court order, judicial notice, law, ordinance, or regulation and the Mortgagor shall not have complied with its terms not later than three (3) months after Mortgagor's receipt of same, then Mortgagor shall not be in default under this Section 2.1(f) unless the Mortgagor fails to cure such default within one hundred twenty days (120) after the issuance of any such requirement or violation.

(g) Failure of the Mortgagor to comply with or perform any warranty, representation, covenant, or agreement contained herein or in the Contract after written notice and a 30-day period to cure such failure.

(h) Damage to any improvements or personal property on the Property in any manner which is not covered by insurance unless such damage is restored

within a reasonable period of time not to exceed six (6) months from the date of such damage.

(h) The institution or any bankruptcy, reorganization or insolvency proceedings against Mortgagor or the appointment of a receiver or a similar official with respect to any part of the Property and a failure to have such proceedings dismissed or such appointment vacated within a period of sixty (60) days.

(i) The institution of any voluntary bankruptcy, reorganization or insolvency proceedings by Mortgagor or the appointment of a receiver or a similar official with respect to any part of the Property.

(j) Transfer of title to the Premises or a transfer of a controlling interest in the Grantor to a non-profit, tax-exempt entity without the transferee having entered into a payment-in-lieu-of-taxes agreement with the Grantee.

2.2 Mortgagee's Remedies Upon Default.

Upon the occurrence of an Event of Default and failure of the Mortgagor to cure such default within thirty (30) days after notice, the Mortgagee shall be entitled to:

(a) foreclose this Mortgage;

(b) collect out of the Property the amount of any required investment that Mortgagor has failed to make in the Property as required by Exhibit ____ at the time such investment is required to be made;

(c) maintain its lien position and partake and enjoy all rights and privileges, in law or in equity, commensurate with its lien position;

(d) appoint and/or have appointed a receiver to collect the rents from the Property; and/or

(e) partake and enjoy all rights and privileges otherwise available in law or in equity, including but not limited to Mortgagee's right to collect reasonable attorneys' fees and costs.

2.3 Non-Waiver. Any forbearance by Mortgagee in exercising any right or remedy hereunder, or otherwise afforded by applicable law or equity, shall not be a waiver of or preclude the exercise of any such right or remedy. The procurement of insurance or the payment of taxes or other liens or charges by Mortgagee shall not be a waiver of Mortgagee's right to accelerate. All remedies provided in this Mortgage are distinct and cumulative to any other right or remedy under this Mortgage or afforded by law or equity and may be exercised concurrently, independently or successively.

ARTICLE III

DESTRUCTION; EMINENT DOMAIN; FORECLOSURE

3.1 Destruction or Damage to the Property. In the event of partial or total damage to the Property or any of the improvements on the Property, Mortgagor shall promptly notify Mortgagee of such damage or destruction. If, by reason of any such damage or destruction, any sums are payable under any insurance policy required to be maintained under this Mortgage, such sums shall be paid at Mortgagee's option in the following manner: Mortgagee shall have the option to apply such proceeds to reduce the amount of any indebtedness secured hereby or prior in right hereto, or such proceeds may be disbursed to Mortgagor for the prompt repair, restoration or reconstruction of the improvements. If Mortgagee elects to give all or any portion of such insurance proceeds to Mortgagor, Mortgagor shall proceed with reasonable diligence to repair, restore or reconstruct the improvements or portion thereof so damaged at its sole cost and expense. The repair, restoration or reconstruction of the improvements under this Paragraph shall be substantially in accordance with the improvements existing as of the date of such damage or destruction.

3.2 Eminent Domain. In the event that the Property or any portion thereof is taken by any public authority pursuant to a condemnation proceeding or other taking, Mortgagee shall be entitled to the first _____ Dollars (\$ _____) of such proceeds received from the public authority as compensation for such taking, then such portion of the proceeds to the Mortgagor in the amount expended by the Mortgagor in performance of its obligations under Exhibit ___ at the time of such condemnation or taking, then to the Mortgagee the sum of _____ Dollars (\$ _____), less the amount of actual improvements made to the Property by the Mortgager in performance of Mortgagor's obligations under Exhibit ___, then any balance shall be paid to the Mortgagor.

3.3 Foreclosure by Mortgagee. In the event that the Mortgagee shall commence a foreclosure action under this Mortgage because the Mortgagor has allegedly failed to meet its Investment Obligation under the Contract summarized in the table attached hereto as Exhibit ___, the proceeds of such action shall be distributed in the following manner: In the event there exists a first mortgage to which the Mortgagee has subordinated its interests, such superior mortgage shall be paid first from the established value of the Property up to a maximum of _____ Dollars (\$ _____) before the remaining proceeds are distributed to the Mortgagee and the Mortgagor. which shall be distributed in the following manner: To the extent that Mortgagor has not met the Investment Obligation at the time of commencement of such action, Mortgagee shall be entitled to receive the sum of _____ Dollars (\$ _____) less the amount of actual verified improvements made to the Property by the Mortgagor in performance of his obligations under Exhibit ___, with any remaining balance going to the Mortgagor.

ARTICLE IV

RECEIVER OF RENTS

4.1 **Subordination.** Subject to the terms of any subordination agreement, Mortgagor hereby assigns and transfers to Mortgagee as collateral security for its obligations under this Mortgage all the rents and revenues to the Property. Upon and during the continuance of an Event of Default, Mortgagor authorizes Mortgagee or Mortgagee's agents to collect the rents and revenues and hereby directs each tenant of the Property upon written notice from the Mortgagee, to pay, upon notice of default hereunder, the rents and revenues to Mortgagee or Mortgagee's agent. Upon and during the continuance of an Event of Default, upon Mortgagee's written request, Mortgagor shall deliver and assign to Mortgagee all leases and occupancy agreements for the Property and all security deposits made in connection with leases and occupancy agreements for the Property and Mortgagee shall have the right to collect said rents and security deposits and/or apply for the appointment of a receiver to collect the rents and security deposits, which shall serve as further security under this Mortgage.

ARTICLE V

LIQUIDATED DAMAGES

5.1 **Liquidated Damages.** For purposes of this Mortgage, the term "Liquidated Damages" means that total sum represented in Exhibit ___ of this Mortgage, and secured hereby, or so much thereof that is not invested in the Property by the date required under Exhibit ___. It is understood by the parties to constitute stipulated liquidated damages in the event of Mortgagor's failure to complete the required improvements to the Property no later than the time required for completion or Mortgagor's failure to comply with its obligations under the Contract. The parties represent, acknowledge and agree that the actual damages for failure to complete the requirements of Exhibit ___ would be uncertain, as well as difficult to ascertain or prove and mutually agree that the amount of liquidated damages bears a reasonable relationship to the presumable loss or injury to the Mortgagee and is not a penalty.

ARTICLE VI

MISCELLANEOUS

6.1 Cooperation. Mortgagor will execute and deliver to Mortgagee such further documents and statements as Mortgagee may require to perfect and protect the lien of this Mortgage on the Property described herein.

6.2 Binding Effect. Any reference herein to Mortgagee shall be deemed to include its heirs, successors and assigns. The covenants herein contained shall be binding upon Mortgagor, his/her/its heirs, descendants, successors and assigns. The covenants contained herein shall inure to the benefit of Mortgagee, its successors and assigns. Whenever used herein, the singular number shall include the plural, the plural the singular, and the use of any gender shall include all genders.

6.3 Notices. Any notices, demands and requests required or permitted by the terms herein shall be deemed to be duly given three (3) days after its deposit with the United States Postal Service, postage prepaid, or one business day after its delivery to a nationally recognized courier service, courier charges prepaid, in each case addressed as follows:

If to the City: Office of Planning and Economic Development
999 Broad Street, 2nd Floor
Bridgeport, CT 06604

With copy to: Office of the City Attorney
999 Broad Street, 2nd Floor
Bridgeport, CT 06604

If to the Mortgagee:

With copy to:

6.4 Captions. The captions or headings at the beginning of each paragraph hereof are for convenience only and shall not be deemed part of the context of this Mortgage.

6.5 Amendments. This Mortgage may not be modified or amended except by a written amendment executed by both parties.

6.6 Commercial Transaction. THE MORTGAGOR ACKNOWLEDGES THAT THIS ENFORCEMENT MORTGAGE AND THE COVENANTS AND PAYMENTS SECURED HEREBY REPRESENT A COMMERCIAL TRANSACTION, AND HEREBY VOLUNTARILY AND KNOWINGLY WAIVES THE RIGHT TO NOTICE AND A HEARING UNDER CHAPTER 903a OF THE

CONNECTICUT GENERAL STATUTES OR ANY SUCCESSOR STATUTE OF SIMILAR IMPORT, WITH RESPECT TO ANY PREJUDGMENT REMEDY AS DEFINED THEREIN, AND FURTHER WAIVES DILIGENCE, DEMAND, PRESENTMENT FOR PAYMENT, NOTICE OF NON-PAYMENT, PROTEST AND NOTICE OF PROTEST AND ALL RIGHTS UNDER ANY STATUTES OF LIMITATION.

6.7 Costs of Collection or Enforcement. The Mortgagor agrees to pay all reasonable expenses or costs, including reasonable attorney's fees and costs of collection, which may be incurred by the holder hereof in connection with the enforcement of any obligation hereunder or representation with respect to bankruptcy or insolvency proceedings.

6.8 Governing Law. This Mortgage shall be governed by and construed according to the laws of the State of Connecticut. The Mortgagor and Mortgagee agree to the exclusive jurisdiction of the state and/or federal courts of the State of Connecticut located in Fairfield County, Connecticut.

IN WITNESS WHEREOF, this ____ day of _____, 20__.

MORTGAGOR:

.....

STATE OF CONNECTICUT)
) ss.
COUNTY OF FAIRFIELD)

On _____, 20__, before me personally came _____, to me known, who, being by me duly sworn, did depose and say that s/he executed this instrument as his/her free act and deed.

Notary Public

My Commission expires:

Schedule A
Property Description

Property Description of Metes and Bounds is Approximate

(Developed Internally by OPED via reading of GIS parcel description)

Must be verified by survey and title search by commissioned by Developer

The three parcel(s) of land, taken together as one site, with the improvements thereon, situated in the city of Bridgeport, county of Fairfield, and state of Connecticut, and bounded and described as follows:

NORTHERLY: On Congress Street, 254.25 feet, more or less;
EASTERLY: On Main Street, 161.49 feet, more or less;
SOUTHERLY: On Chapel Street, 257.5 feet, more or less;
WESTERLY: On land now or formerly of GJS Properties, LLC, 126.4 feet, more or less;

Exhibit _____
CALCULATION TABLE OF REQUIRED INVESTMENT
(LIQUIDATED DAMAGES)

Within eighteen (18) months after the conveyance of the Property to Mortgagor, the Mortgagor shall have invested, and demonstrated to the Mortgagee such investment with all reasonable backup documentation required by the Mortgagee, the amount shown to the right, subject to the right to notice and the right to cure within the period set forth in the Mortgage.

\$

From and after the expiration of the 18-month period and the expiration of any cure period permitted by the Mortgage, the Mortgagor shall pay the amount shown at the right to the Mortgagee as liquidated damages upon demand.

\$17,500,000.00, less the amount of actual improvements made to the Property recognized by the Mortgagor

EXHIBIT 4

**RFP ISSUED AUGUST 6, 2018
AND
DEVELOPER'S PROPOSAL**

REQUEST FOR PROPOSALS

**MIXED-USE DEVELOPMENT – NEW CONSTRUCTION
MAIN STREET AND CONGRESS STREET
DOWNTOWN BRIDGEPORT**

35,000 SF Parcel - West Side of Main Street

Responses Due: 2pm Friday, September 7th, 2018

**CITY OF BRIDGEPORT
OFFICE OF PLANNING AND ECONOMIC DEVELOPMENT
MARGARET E. MORTON GOVERNMENT CENTER
SECOND FLOOR
999 BROAD STREET
BRIDGEPORT, CT 06604
(203) 576-7221**

1)Location and Description of the Site

This approximately 35,000 square-foot site (8/10ths of an acre) consists of three vacant, paved, contiguous City-owned parcels (with addresses at 1269 Main, 191 & 199 Congress) that are currently used as a municipal police parking lot (which the City will relocate as may be required). The site is bordered by Main Street to the east, Congress Street to the north, a privately-owned surface parking lot to the west, and Chapel Street to the south. See attached **Exhibits A-D** for an aerial view of the site.

2)Development Context

The site is within a few blocks of the Bridgeport Transportation Center, which provides inter-city and regional bus service, Metro North and Amtrak interstate train service, as well as interstate ferry service to Long Island. It is within a few blocks of several exits serving downtown from Route 8 and I-95. It is bordered by significant government properties and facilities, including the historic Bridgeport Post Office, the Bridgeport Police Department Headquarters, the Bridgeport Fire Department Headquarters, and two State of Connecticut courthouses. The area is seeing considerable private investment. One block to the south, the Alembic Development Group of New York is in the process of renovating the "Jayson & Newfield Buildings" at a cost of \$25 million to provide 107 new apartments and ground level retail with occupancy beginning in April of 2019. Three blocks to the south along Main Street, Norwalk-based Spinnaker Real Estate Partners recently completed the \$11 million renovation of "The HSW Buildings" providing another 70 new apartments and associated retail. Immediately to the north of the site, Exact Capital of New York City is undertaking predevelopment work on a \$55 million proposal to convert the historic Loews-Poli and Majestic Theater buildings into a boutique hotel with complementary retail space and a performance venue.

3)Land Disposition Agreement (LDA)

The City will require the selected proposer to enter into a Land Disposition Agreement ("LDA") substantially in the form attached as **Exhibit E**.

4)Construction Start

The City expects to conclude its selection process and to execute the LDA by December of 2018. The City expects the selected developer to secure zoning approval, financing, and building permits to begin construction in 2019.

5)Financial Requirements

The City will require the payment of fair market value for the site, as determined by appraisal. The City seeks development proposals funded by private capital and that will not be dependent upon the expenditure of public capital for the development itself. (However, the City recognizes that public funding may be required with respect to environmental clean-up costs associated with any pre-existing environmental conditions on the site). The City seeks proposals that present a sound business operating plan, one that is sufficiently capitalized, managed by an experienced team, and based on an accurate understanding of the market opportunity and of the market-capture needed to sustain the business model.

6)Development Objectives

The City seeks mixed-use development proposals that will create market rate housing on the upper floors and that will provide complementary retail on the ground level. The City is not requiring on-site parking but will consider proposals that include parking.

7)Design Objectives

The City seeks proposals that will use high quality, high-finish materials on all facades, that will present highly transparent, active street-level uses, and that will offer highly articulated, dynamic architecture befitting an urban center at a density appropriate to downtown and at a scale in keeping with the surrounding buildings and deferential to the historic theaters. In addition to being subject to the design controls and site development standards established by the Bridgeport Zoning Code, the design of proposed improvements will also be subject contractually (via the LDA) to the review and approval of the City's Office and Planning and Economic Development.

8)City Support

The City shall sponsor and advocate for the project described in the selected proposal throughout the regulatory approval process.

9)Touring the Site

The City will conduct tours of the site by appointment. Please request an appointment via e-mail at max.perez@bridgeportct.gov or call Max Perez at 203-727-2707.

10)Proposal Requirements

A proposal should contain the following items and information:

- 1) Proposer's contact information
- 2) Links to proposer's web-site and information on projects in its portfolio
- 3) Three (3) banking or financial contacts to speak to proposer's financial strength
- 4) Three (3) professional contacts to speak to proposer's experience
- 5) Proposal for use or uses of the site(s) to be developed
- 6) Conceptual proposal showing a preliminary site plan, floor plans, and renderings
- 7) Proposed schedule for permitting, construction start, and project completion
- 8) Capital budget, detailing the sources of funding
- 9) Operational business model, showing financial projections
- 10) Marketing data showing viability
- 11) Management and ownership model post-completion

11) Submittal Instructions

Please submit seven (7) clearly-marked hard copies of the proposal by 2 pm, Friday, September 7, 2018 to:

*Office of Planning and Development
2nd floor, 999 Broad Street
Bridgeport, CT 06604*

12) Selection Criteria

The City shall use the following criteria to evaluate the proposer and its proposed project:

- 1) **Financial Strength**- Proof of availability of funding – 25%
- 2) **Track Record** – Evidence of having completed similar projects- 25%
- 3) **Approach** – Quality of design and soundness of economic concept – 25%
- 4) **Readiness to Proceed and Complete** - 25%

13) Selection Committee

The City's administrative selection committee shall consist of approximately three (3) members of the Office of Planning & Economic Development, a representative of the Mayor's Office, and a representative of the Small and Minority Business Enterprise Office.

14) Selection Time -Frame

The City envisions that the selection process and City Council review process will follow the schedule below, which is approximate and may be altered at the City's sole discretion:

- Friday, Sept 7th – Proposals due (administrative review begins)
- Wednesday, Sept 12th - Selection Committee conducts interviews
- Wednesday, Sept 26th – Selection Committee finalizes its selection
- Monday October 1st - LDA submitted to City Council for its review

15) City Reservation of Rights; Limitations of Liability; Confidentiality of Proposals

The City reserves the right to reject any and all proposals for any reason or for no reason. The City may select one proposer, more than one proposer, or may reject all proposers. The City reserves the right to withdraw this RFP and to decline to re-advertise this development opportunity. Proposers pursue this RFP opportunity at their sole risk expense and are not entitled to make any claim against the City for costs associated with their pursuit of this RFP. Any selection(s) made pursuant to this RFP will not in and of itself confer any development rights upon the selected proposer(s). Any information submitted to the City becomes the property of the City. Financial information or other information identified as confidential or trade secret information submitted by a proposer will be treated as confidential to the extent that the Connecticut Freedom of Information Act recognizes such information as confidential. Any selection(s) made, and the resulting LDA, will be subject to the approval of the Bridgeport City Council.

Exhibit A – Shows Aerial of the Site at the SW Corner of Main and Congress

EXHIBIT A :



Exhibit B – Lot Labeled as “191 Congress St”
Shows Main Street in foreground. Shows Theaters to the right across Congress Street.



EXHIBIT C :

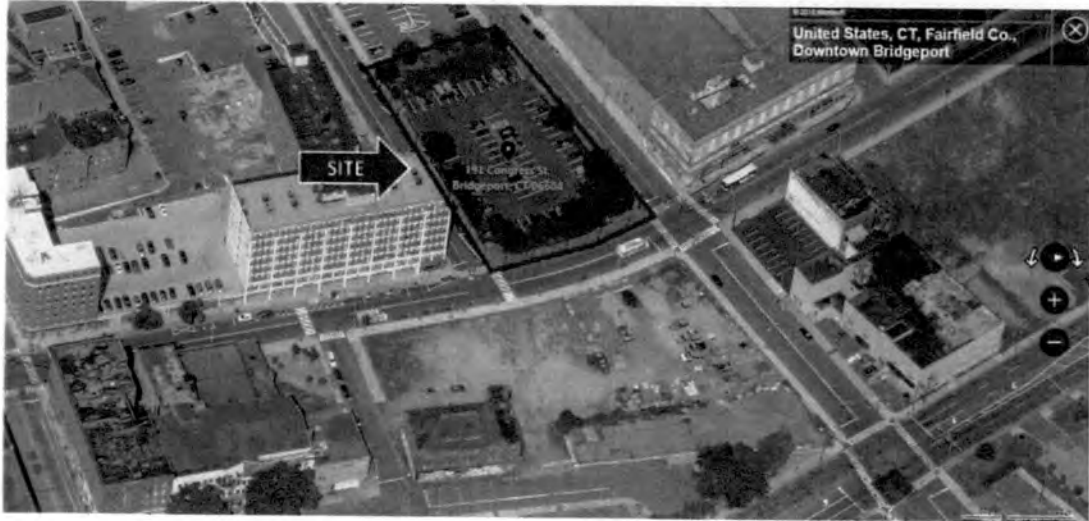


EXHIBIT D :



EXHIBIT D :





**CONGRESS PLAZA COMMONS RESIDENTIAL
MAIN & CONGRESS STREET
BRIDGEPORT, CT**



GUEDES ASSOCIATES, INC.

Architects & Project Managers
1425 Noble Avenue, Bpt., CT. 06610
Tel. 203-367-5180 Fax. 203-384-0677



PRIMROSE
COMPANIES

PROJECT PROPOSAL

The Development Team proposes to construct a five story mixed use development consisting of 5 Retail Shops, a Parking Garage with seventy eight parking spaces and 92 apartments of which 40 are to be one bedroom and 52 are to be two bedroom. The development is to be conventionally financed without subsidized requirements. all apartments are to be market rate. The projected project development time line will consist of 6 months for site assessment investigation, all required municipal approvals and closing on the financing package. An additional 6 months for the preparation of the construction documents and building permit process. Construction would start within 10 to 12 months of the execution of the LDA. Anticipated completion shall be within 30 months of execution of the LDA.



CONGRESS
MAIN A
BRD

 **GUEDES AS**
Designers - Architects
1425 Noble Ave
Tel. 202-397-51

DEVELOPMENT TEAM

RESUME'

JOHN N. GUEDES
207 Huntington Street
Shelton, Conn. 06484
203-367-5180
johnguesdes@sbcGlobal.net

PROFILE:

- . Thirty one years' experience in design, development and construction of commercial, industrial and residential projects.
- . Founder and CEO, President, General Manager and officer of various companies and partnerships specializing in design, development and construction.
- . An organized, detail-oriented visionary, able to strategize and prioritize effectively to accomplish multiple tasks, stay calm under pressure and provide guidance to others.
- . A highly experienced and talented CEO and Chief of Staff with skills in listening to staff members, talented communicator, able to assess client needs and convey necessary information and guidance with clarity and enthusiasm.
- . Computer skills include: Architectural Auto Cad, MS Word, Excel, and Internet.

BUSINESS ACCOMPLISHMENTS:

- . 1978 - Founded Primrose Construction Co, Inc. it is incorporated in 1984.
Primrose Construction Company is a Connecticut General Contractor and Project Manager. It is licensed by the State of Connecticut as a Major Contractor.
- . 1987 – Founded the Architectural firm of Guedes-Khan, Inc. w/ Shaharyar Khan, Architect.
Guedes-Khan, Inc. is licensed by the State of Connecticut in the corporate practice of architecture.
- . 1990 – Founded Primrose Companies, Inc.
Primrose Companies, Inc. is a Connecticut Licensed company specializing in design-build projects.
- . 1992- Founded Primrose Development, LLC.
Primrose Development, LLC. Is a State of Connecticut registered company specializing in real estate development.
- . 2009 – Founded the Architectural firm of Guedes Associates, Inc. w/ Adriano K. Guedes, Architect.

GUEDES RESUME'

Page 2

Associated real estate development partnerships:

Broadbridge Hill Development, LLC.

Iron Gate Development, LLC.

Cranberry Hill Development, LLC.

Bridgeport Cornerstone, LLC.

Viade Development, LLC.

Housatonic Valley Realty, LLC.

Eljon Realty, LLC.

PROFESSIONAL ACCOMPLISHMENTS:

- . In 31 years in business have designed, built, design-built and developed 100's of residential, commercial, medical, institutional and industrial projects.
- . As President and CEO of Primrose Construction Company, have brought the company from a two person operation, in 1978, to a current staff of four administrative personal, six project managers and eight others. The staff includes 12 family members with diverse expertise and qualifications in Architecture, brown fields mitigation, administration and construction management. Primrose Construction Company provides diverse services through our staff.
- . In the early 1990's built on a turnkey basis, 100 affordable housing units, on scattered sites, for the Bridgeport Housing Authority.
- . Developed and designed the Shelton Downtown River Front Master Plan of Development. A 14 site, 250 million dollar, ten phase development. 1st phase the 25 million dollar, 1003 unit residential condominium mill building conversion, was completed in 2007.
- . Negotiated and built or design-built significant projects such as the Paine Weber Connecticut corporate offices, in Westport, Conn., the K through 8TH grade New Beginnings Family Academy in Bridgeport, Conn., the Larson-Bannow Community and Teen Center in Easton, Conn. And the multi-million dollar Sutton mixed use complex on Greenwich Ave, in Greenwich Conn.
- . Implemented adoptive re-use of many obsolete factory buildings, converting them into affordable and market rate housing, such as the twenty five million dollar, 103 unit Birmingham on the River Condominiums, in Shelton, Conn.. The 63 unit Federal Arms and the 65 unit Columbia Towers projects, both in Bridgeport, Conn., and many others.

GUEDES RESUME'

Page 3

Current and Future Goals:

- . Have acquired a number of buildings and properties for commercial development and conversions into housing units.
- . In Bridgeport, Conn., have acquired two City schools for conversion into affordable housing.
- . In the City of Derby have developed and designed the City of Derby Downtown Redevelopment Master Plan. It proposes \$200,000,000.00 multi-phase, mixed used development. The plan has been submitted to the Derby Redevelopment Agency. It is now waiting approvals.
- . In Downtown Shelton, Conn. Continue with other phases of The Shelton River Front Development.
- . My goal is to provide a quality and affordable product to the public and our clients.

WORK HISTORY:

- . 1978 to present, President and CEO of Primrose Companies, Inc. and Primrose Construction Co., Inc.
- . 1984 to present, Vice Present, Managing Director or Manager of various associated companies.
- . 1973-1978, Architectural Draftsman, in 1976 promoted to head of the design department for the Design-Build Firm of Tepper Incorporated.
- . 1972-1973, Architectural Draftsman and Clerk of the works for Norwalk Hospital engineering department.

EDUCATION:

Harding High School, Industrial Arts graduate, 1971
Norwalk State Technical College, Architectural Certificate, 1972.



Contractors • Developers • Builders

MAJOR CONTRACTS

PROJECT	OWNER	Architect	Completed	Value of Contract
1) Canal Bridge Lofts 48 Residential Apartments 6 Bridge Street - Shelton CT.	Canal Bridge Lofts LLC	Guedes-Associates LLC	On-going	\$8,000,000.00
2) Riverside Retail Center 15,000 sq.ft. Office and Retail Center 31 Canal St. – Shelton, CT	Riverside Retail LLC	Guedes-Associates, LLC	On Going	\$3,000,000.00
3) Cross Roads Retail Center 8 Unit Retail Shopping Center 462-470 Main Street Monroe	Mr. John Chaves- 464 Main Street LLC	Guedes-Associates, LLC	On Going	\$2,800,000.00
4) Saint Paul's Apartments 412 Summerfield Avenue 40 Residential Units&Offices & Noble Housing Units 1525 Noble Avenue Bridgeport, CT 16 Residential Units and Office	Saint Paul's LLC New Haven CT	Guedes-Assoc. LLC	09/2017	\$8,720,000.00
5) Elias Howe Elderly 287 Clinton Ave - Bridgeport 47 Units - Housing - Historic School Bldg. Conversion	Mutual Housing-New Haven	Guedes Assoc. LLC	2015	\$3,500,000.00
6) Sutton Professional Center 49&53 Greenwich Ave. Greenwich CT	Greenwich Ave Assoc. Mr. Guy Sutton	Guedes-Assoc. LLC	2012	\$6,000,000.00
7) Birmingham On The River Factory to Residential Conversion Condominiums and Indoor Parking Garage Canal and Bridge Street – Shelton, CT.	Birmingham Group LLC	Guedes-Khan Inc.	2010	\$18,000,000.00
8) Columbia Towers Condominium Complex 50 Ridgefield Avenue Bridgeport, Ct	Columbia Towers LLC	Guedes-Khan INC	2010	\$6,200,000.00

THE HOUSATONIC RIVER VALLEY IN SHELTON

REVISED - 12-22-17

John N. Guedes

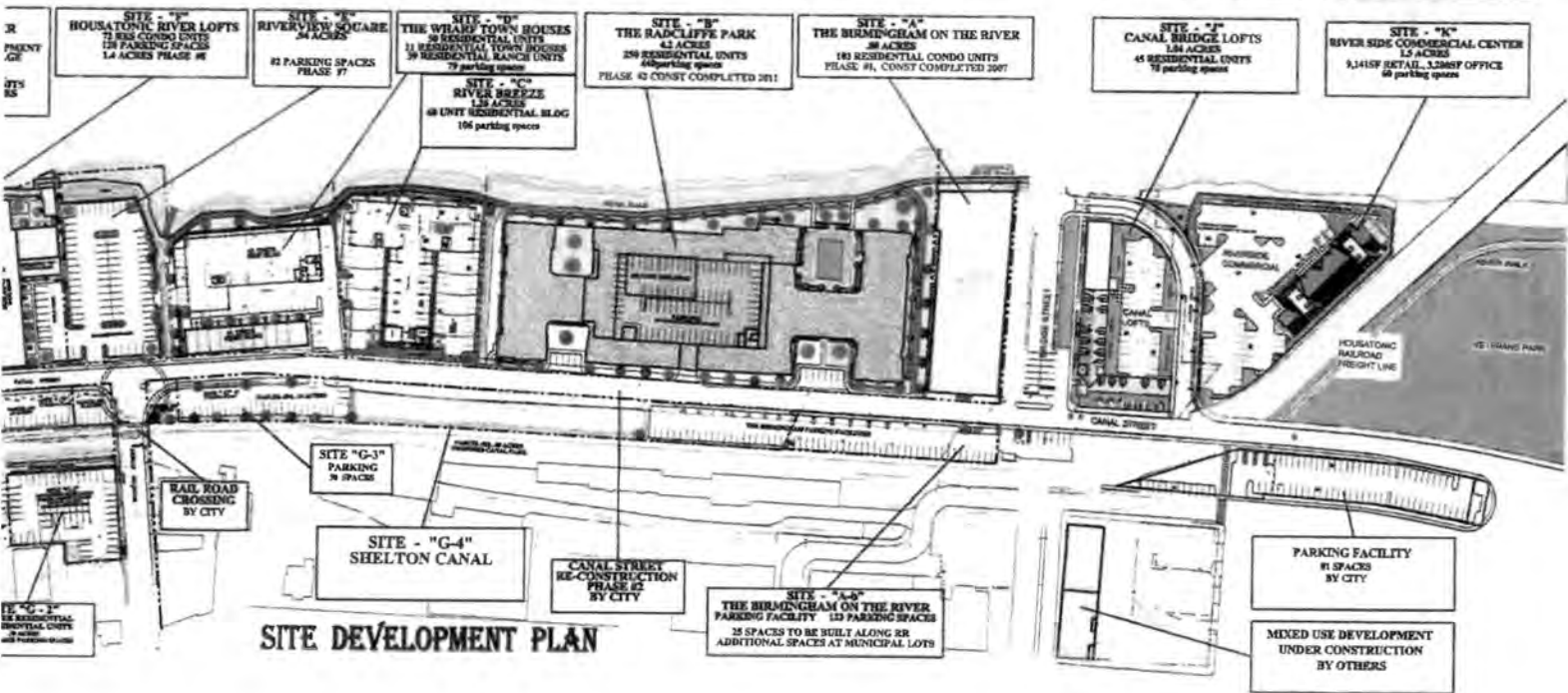


GUEDES ASSOCIATES, INC.
 Design, Architects & Project Managers
 1425 North Avenue, Spt., Ct. 06510
 Tel. 202-267-3180 Fax. 202-267-4951



SHELTON RIVER FRONT DEVELOPMENT

NOT INCLUDED IN ADOPTED
 MASTER PLAN OF DEVELOPMENT
 CANAL BRIDGE LOFTS & RIVERSIDE COMMERCIAL



32
 PRESENT
 AGE
 2015

SITE "G-3"
 26 RESIDENTIAL
 UNITS
 36 SPACES
 1.2 ACRES
 100% PARKING

RAIL ROAD CROSSING
 BY CITY

WATER STREET
 CANAL STREET

HOUSATONIC
 FREIGHT LINE
 100' GRAND PARK



Contractor's Information and Link to Web-site

Primrose Companies, Inc. is a **Certified Minority Business**, founded 1978 and located in Bridgeport Connecticut. We are accomplished in all facets Commercial, Retail and Multi- Residential development and construction.

Primrose has dedicated over thirty years in the construction industry to projects that enhance local communities throughout the state of Connecticut. These projects include on going contracts with various municipalities and housing agencies.

Our resume includes complete residential developments for The City of Bridgeport Housing Authority, Residential upgrades and handicap accommodations throughout Bridgeport for the Agency on Aging and multiple Renovation and Rehabilitation contracts for The City of New Haven, Mutual Housing Association and Neighborhood Works.

Primrose's mission is to fulfill all of your Design and Development needs, within the lowest possible budget and quickest possible time frame.

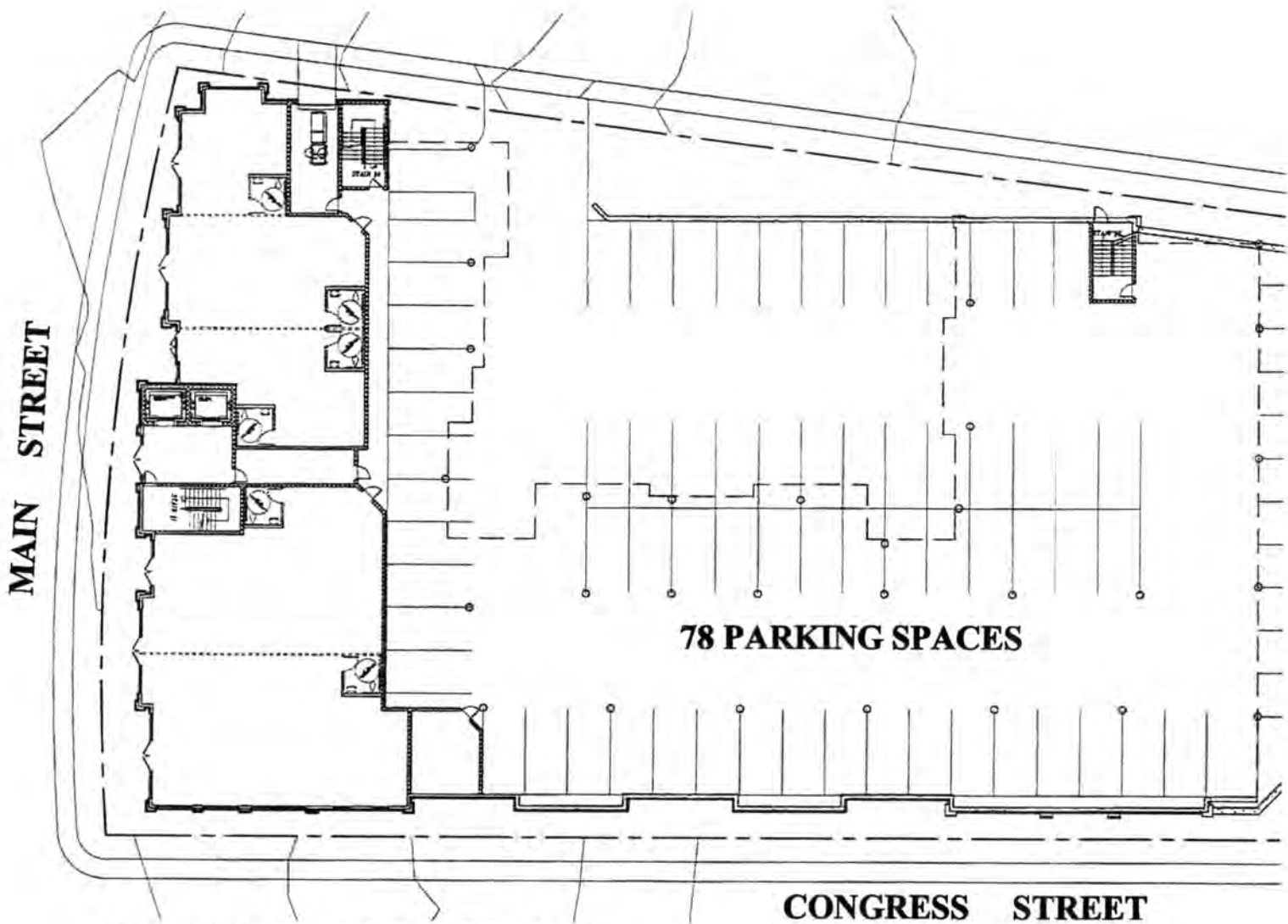
Primrose Companies is a licensed Contractor founded in Bridgeport, CT in 1978 and incorporated in 1990. We believe our decades of experience in Design, Development and Construction projects, throughout Fairfield and New Haven Counties, make us the contractor of choice for all phases of your project.

The company's founder, John Guedes, has accumulated over thirty years in the Building and Design Industry. Our Qualified Staff members include; five highly skilled field managers, each with over 10 years of experience, a State of Connecticut licensed-LEED Certified Architect and MBA credentialed Finance and Business Manager.

Our experience and reputation have afforded us on going contracts with organizations such as The City of Bridgeport, South Central and South Western Agency on Aging, State of Connecticut Center for Disability Rights, City of New Haven Mutual Housing and Neighborhood Works programs, just to name a few of our municipal and non for profit clientele. Attached is a sample of these projects for your review. Also please visit our Web Site at:

WWW.PRIMROSECOMPANIES.COM

PROJECT PROPOSAL

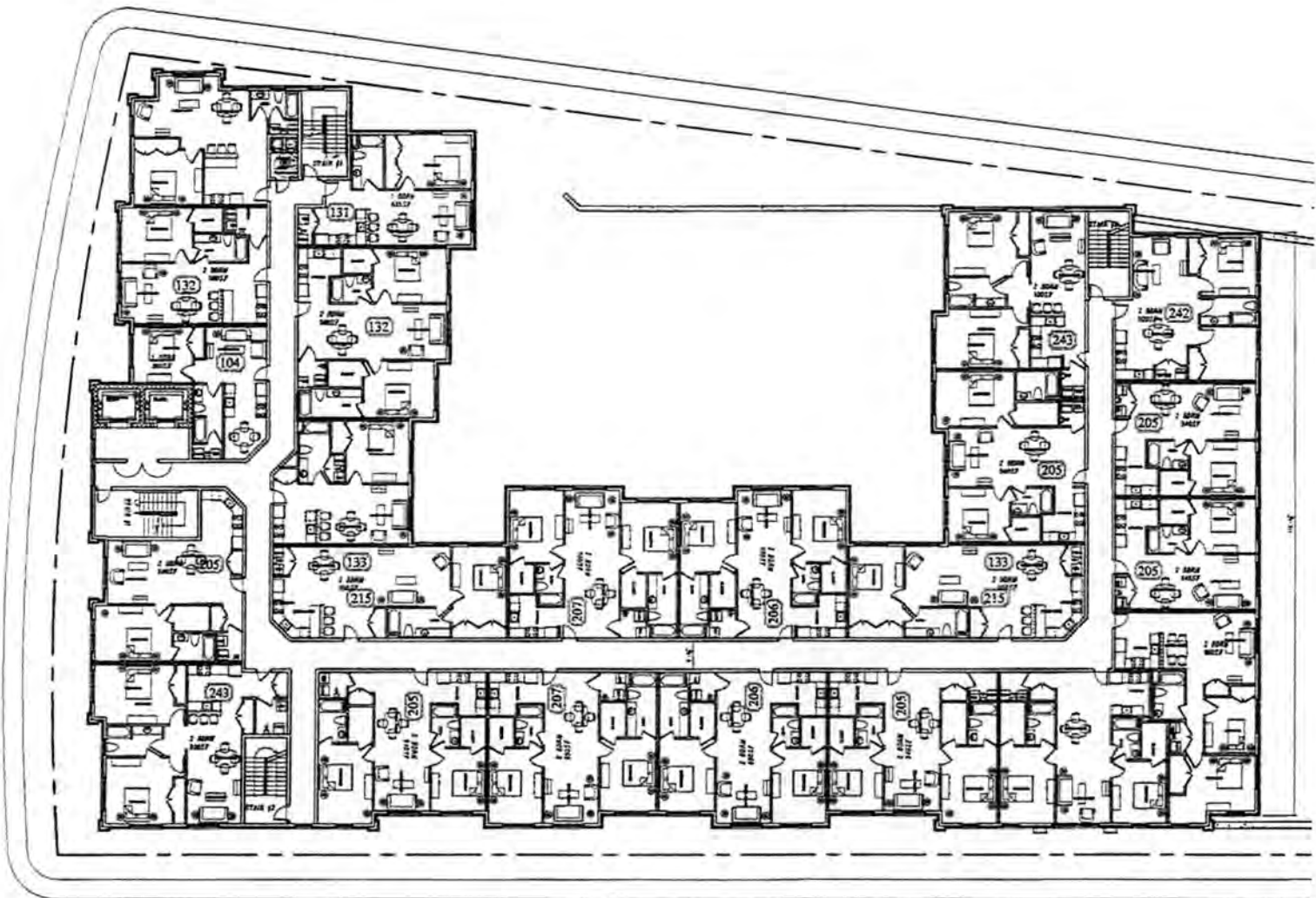


MAIN LEVEL & GARAGE PLAN

SCALE - 3/32" = 1'-0"

NUMBER OF APARTMENTS - 92, PLUS 5 RETAIL SHOPS

GARAGE PARKING - 78 SPACES



2ND, 3RD, 4TH & 5TH FLOOR PLAN

SCALE - 3/32" = 1'-0"

NUMBER OF UNITS - 92 res + 5 com + 97

NUMBER OF APART PER FLOOR - 23 - 4 FLOORS
ONE BDRM APARTMENTS - 10 - 4 FLOORS
TWO BDRM APARTMENTS - 13 - 4 FLOORS
RETAIL SHOPS ON 1ST FL - 5
BLDG FL AREA RESIDENTIAL - 25,000 x 4 FL = 100
RETAIL SHOPS AREA - 7,500 SF
PARKING GARAGE AREA - 21,200 SF



MAIN STREET ELEVATION PLAN
SCALE - 3/32" = 1'-0"



CONGRESS STREET ELEVATION PLAN
SCALE - 3/32" = 1'-0"



SOUTH ELEVATION PLAN
SCALE - $3/32'' = 1'-0''$



CITY OF BRIDGEPORT
OFFICE OF THE TAX COLLECTOR

45 Lyon Terrace
Bridgeport, Connecticut 06604
Telephone 203-576-7271 Fax 203-332-5628

VERONICA JONES
Tax Collector

JOSEPH P. GANIM
Mayor

COMM 34-18 Ref'd to Contracts Committee on 02/19/2019.

February 4, 2019

To: Frances Ortiz
Acting Assistant City Clerk

From: Veronica Jones
Tax Collector

Re: Proposed Resolution

Please place the enclosed proposed resolution on the agenda of the next Council meeting for referral to the Contracts and Appointments Committee. The purpose is to authorize the assignment of liens for the fiscal year 9.

Thank you.

cc: Honorable Joseph P. Ganim, Mayor
Kenneth Flatto, Finance Director

RECEIVED
CITY CLERKS OFFICE
19 FEB -4 AM 10: 11
ATTEST
CITY CLERK

BE IT RESOLVED, That pursuant to C.G.S. Section 12-195h, The City Council of the City of Bridgeport authorize and approve the assignment for consideration of any or all tax liens by the Tax Collector to secure unpaid taxes on real property as provided under the provision of Chapter 206 of the Connecticut General Statutes.

BE IT FURTHER RESOLVED, That pursuant to Connecticut General Statutes, including sections 7-148 and 12-195h, the City Council of the City of Bridgeport hereby authorized the Mayor of the City of Bridgeport to negotiate, enter into and execute any and all agreements as are reasonably necessary to effectuate the assignment of real property tax liens in form and substance satisfactory to the Mayor, the Director of Finance, the Tax Collector and the City Attorney.



City of Bridgeport, Connecticut
OFFICE OF PLANNING & ECONOMIC DEVELOPMENT
OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

999 Broad Street
 Bridgeport, Connecticut 06604
 Telephone (203) 576-7221 • Fax (203)332-5611


JOSEPH P. GANIM
 Mayor

THOMAS GILL
 Director

GINNE-RAE CLAY
 Deputy Director

COMM. #37-18 (Ref. #108-17) Ref'd Special Committee on CDBG
 on 02/19/2019

TO: Honorable Members of the Bridgeport City Council

FROM: Ginne-Rae Clay, Deputy Director OPED/Housing and Community Development
 Thomas Gill, Director, Office of Planning and Economic Development 

RE: Community Development Block Grant Program Proposed Amendment to the City of Bridgeport's *Consolidated Plan for Housing & Community Development (2013 - 2018) and PY 44 Annual Plan, and multiple CDBG program years*

Date: February 13, 2019

Please be advised the City of Bridgeport has issued a Request for Public Comment and Notice of Community Development Block Grant Program fund availability in *the amount of \$ 517,818.76* on February 15, 2019 to amend the City's *Consolidated Plan for Housing & Community Development 2013-2018 (Con Plan) and funding from multiple CDBG program years*. These funds are disbursed locally in accordance with the City's *Citizen Participation Plan* which requires a public comment period; meeting of the Citizen's Union and City Council action on the proposed amendment.

The amendment includes a request to reprogram \$ 517,818.76 of CDBG funds from previously approved activities that did not advance, were completed for amounts less than originally approved by the City of Bridgeport or are recommended to be moved forward to the same activity in PY44 for accounting purposes. The reprogramming results from the reconciliation of the federal IDIS (Integrated Disbursement Information System) and included the reconciliation of 30 accounts overall. See detailed on the attached document.

The city and the Citizen Union recommend the redistribution of \$171, 578.38 of these funds to pay off the city's Section 108 Loan. The payoff figure for this loan is \$710,000. This city has funding in place totaling \$538,421.62 to pay a portion of the Section 108 Loan. By paying off this loan the city will make available to subrecipients approximately \$273,419.50 in CDBG funding on an annual basis

The balance of reprogrammed funds \$346,236.38 will be used to complete shovel ready public facilities/housing related projects that meets HUD guidelines and will assist the city in meeting its timeliness ratio.

The goals of the CDBG program are to develop viable urban communities through the provision of decent, safe, and sanitary housing, a suitable living environment and expanded

ATTEST
 CITY CLERK
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 CITY CLERKS OFFICE
 19 FEB 13 PM 4: 31

economic opportunities primarily for low- and moderate-income persons. The recommended activities meet of the following national objectives:

- Provide a benefit to low/moderate income persons.

More specifically, these recommendations meet a need identified within the City's current *Con Plan*:

- *Citywide Lead Prevention*
- *Public Improvement/Infrastructure*
- *Public Facility*
- *Rental Acquisition and Housing Rehabilitation*

Please be further advised public service and planning/administration activities are **not** eligible for consideration as part of this reprogramming amendment given that the City's previously approved activities for the current federal program year already meet the maximum guidelines established by CDBG regulations. It is also important to keep in mind that the City is mandated to have no more than 1.5 times its current CDBG grant award available on its federal line of credit as of May 2, 2019 so it is important to fund activities that will allow the City to continue to meet this timeliness standard established by HUD.

Staff will be available at all of the upcoming meetings to answer questions and to provide you with additional information. For your consideration, attached please find a draft resolution authorizing the allocation of these funds. Please keep in mind that additional information will be provided to you as it becomes available but, in the meantime, it is necessary to submit this resolution to you for initial consideration to allow recommended agencies as much time prior to May 2, 2019 deadline to spend all funds approved.

Thank you for your consideration.

cc: Daniel Shamas, Chief of Staff
Nestor Nkwo, OPM Director
John Gomes, Acting CAO

RESOLUTION

CITY OF BRIDGEPORT PROPOSED SUBSTANTIAL AMENDMENT TO THE CITY'S CONSOLIDATED PLAN FOR HOUSING & COMMUNITY DEVELOPMENT

WHEREAS, the City Council of the City of Bridgeport previously authorized Community Development Block Grant funding for program activities during various program years; and

WHEREAS, the City wishes to reprogram \$517,818.76 of funds from previously approved activities that did not advance, were completed for amounts less than originally approved by the City of Bridgeport or will be moved forward to the same activity in PY44; and

WHEREAS, this request constitutes a substantial amendment and, as such, requires public notice, Citizen Union consideration, and City Council authorization; and

WHEREAS, the City issued a request for public comment on the recommended use of these funds; and

WHEREAS, the Department recommends the redistribution of \$171, 578.38 of these funds to pay off the city's Section 108 Loan. The payoff figure for this loan is \$710,000. This city has funding in place totaling \$538,421.62 to pay a portion of the Section 108 Loan. By paying off this loan the city will make available to subrecipients approximately \$273,419.50 in CDBG funding on an annual basis; and

WHEREAS, the balance of reprogrammed funds \$346,236.38 will be used to complete shovel ready public facilities/housing related projects that meets HUD guidelines and will assist the city in meeting its timeliness ratio; and

WHEREAS, the City Council of the City of Bridgeport accepts the proposal for expenditures of Community Development Block Grant funds;

NOW THEREFORE BE IT RESOLVED, that since the city has provided required public notification and has obtained citizen union recommendations, the Mayor of the City of Bridgeport or the designated individual (Director of Planning and Economic Development) is hereby authorized and empowered to sign all contracts, documents, and/or agreements(and to take such other reasonable actions) as necessary to implement the activities listed above in an expedient fashion and in accordance with all of HUD's Community Development Block Grant Program rules, regulations, and requirements.



CITY OF BRIDGEPORT, CONNECTICUT
OFFICE OF LABOR RELATIONS

45 Lyon Terrace • Bridgeport, Connecticut 06604 • Telephone (203) 576-7610

JANENE HAWKINS
Director

COMM. 38-18 Ref'd to Contracts Committee on 02/19/2019.

JOSEPH P. GANIM
Mayor

February 14, 2019

Honorable City Council Members
Office of the City Clerk
City of Bridgeport

RECEIVED
CITY CLERKS OFFICE
19 FEB 15 AM 9:15
CITY CLERK

RE: Bridgeport City Supervisor's Association (BCSA) – Tentative Agreement

Dear Honorable Members:

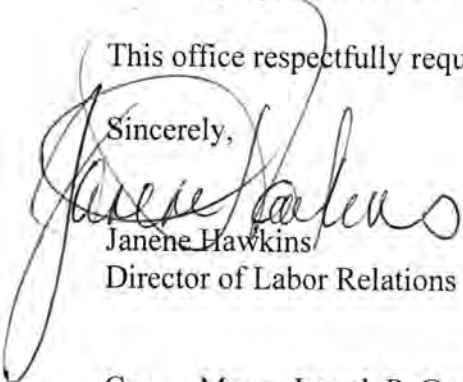
The City of Bridgeport and Bridgeport City Supervisor's Association have reached a tentative agreement regarding their bargaining contract. Attached for your review is a copy of the signed tentative agreement. This agreement is subject to ratification by the union membership and approval by the City Council.

Please note that Connecticut General Statute §7-474(b) imposes two (2) important time constraints related to action by a legislative body on this type of agreement. These are:

1. [The agreement] *shall be submitted by the bargaining representative of the municipality within fourteen days of the date on which such agreement is reached to the legislative body which may approve or reject as a whole ...* As this agreement was signed on February 14, 2019 this requirement has been met.
2. *Such request [to approve the agreement] shall be considered approved if the legislative body fails to vote to approve or reject such request within thirty days of the end of the fourteen-day period for submissions to said body.* Based on this language, if the City Council does not accept or reject the agreement by March 30, 2019, the agreement will be considered approved by operation of law.

This office respectfully requests the City Council approve the attached negotiated agreement.

Sincerely,


Janene Hawkins
Director of Labor Relations

Cc: Mayor Joseph P. Ganim
Daniel Shamas, Chief of Staff
John Gomes, Chief Administrative Officer

TENTATIVE AGREEMENT

**City of Bridgeport
&
Bridgeport City Supervisors Association
November 27, 2018**

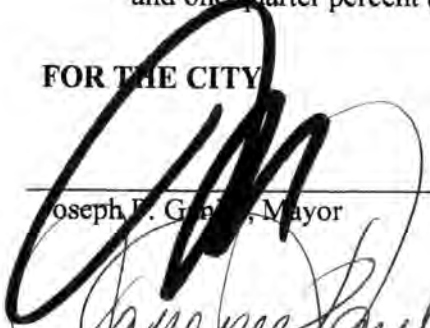
1. **TERM OF CONTRACT:** 7/1/2018 to 6/30/2023 (5 years)

2. **ARTICLE 13 – GRIEVANCE AND ARBITRATION PROCEDURE**
Append to the end of STEP III section: *“Failure to file a grievance to arbitration within the timelines specified above shall render the grievance not arbitrable.”*

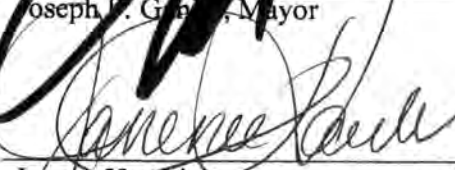
3. **ARTICLE 25 – INSURANCE**
Effective January 1, 2019 "Healthcare Benefits" (Medical and Prescription Drug coverage) shall be changed to State of Connecticut Partnership 2.0 Plan. This change affects carrier and plan design only, i.e., no change to premium cost share (PCS) agreements already in place.

4. **ARTICLE 18 – WAGES**
 - 18.1A Effective July 1, 2018, the annual salary of employees covered by this agreement shall be increased by two percent (2.0%)
 - 18.1B Effective July 1, 2019, the annual salary of the employees covered by this agreement shall be increased by two percent (2.0%)
 - 18.1C Effective July 1, 2020, the annual salary covered by this agreement shall be increased by two percent (2.0%)
 - 18.1D Effective July 1, 2021, the annual salary covered by this agreement shall be increased by two percent (2.0%).
 - 18.1E Effective July 1, 2022, the annual salary covered by this agreement shall be increased by one and one quarter percent (1.25%).

FOR THE CITY



Joseph P. Gonsky, Mayor



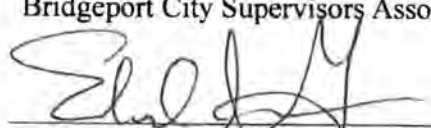
Janene Hawkins,
Labor Relations Director

2/14/2019

FOR THE UNION



Anthony Cavalli, President
Bridgeport City Supervisors Association



Edward Gavin, Esq.
Legal Counsel to BCSA



CITY OF BRIDGEPORT, CONNECTICUT
OFFICE OF LABOR RELATIONS

45 Lyon Terrace • Bridgeport, Connecticut 06604 • Telephone (203) 576-7610

JANENE HAWKINS
Director

COMM. 39-18 Ref'd to Contracts Committee on 02/19/2019.

JOSEPH P. GANIM
Mayor

February 14, 2019

Honorable City Council Members
Office of the City Clerk
City of Bridgeport

**RE: The Connecticut Labors' District Council for the Bridgeport Public Employees Union,
Local 1224 (LIUNA) – Tentative Agreement**

RECEIVED
CITY CLERKS OFFICE
19 FEB 15 AM 9:15
ATTN: CITY CLERK

Dear Honorable Members:

The City of Bridgeport and The Connecticut Labors' District Council for the Bridgeport Public Employees Union, Local 1224 have reached a tentative agreement regarding their bargaining contract. Attached for your review is a copy of the signed tentative agreement. This agreement is subject to ratification by the union membership and approval by the City Council.

Please note that Connecticut General Statute §7-474(b) imposes two (2) important time constraints related to action by a legislative body on this type of agreement. These are:

1. [The agreement] *shall be submitted by the bargaining representative of the municipality within fourteen days of the date on which such agreement is reached to the legislative body which may approve or reject as a whole ...* As this agreement was signed on February 14, 2019 this requirement has been met.
2. *Such request [to approve the agreement] shall be considered approved if the legislative body fails to vote to approve or reject such request within thirty days of the end of the fourteen-day period for submissions to said body.* Based on this language, if the City Council does not accept or reject the agreement by March 30, 2019, the agreement will be considered approved by operation of law.

This office respectfully requests the City Council approve the attached negotiated agreement.

Sincerely,

Janene Hawkins
Director of Labor Relations

Cc: Mayor Joseph P. Ganim
Daniel Shamas, Chief of Staff
John Gomes, Chief Administrative Officer

TENTATIVE AGREEMENT

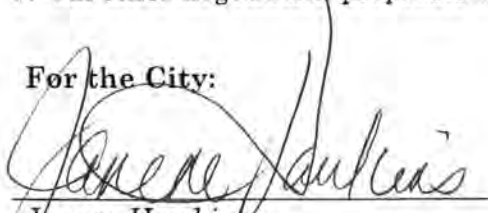
City of Bridgeport and LIUNA Local 1224

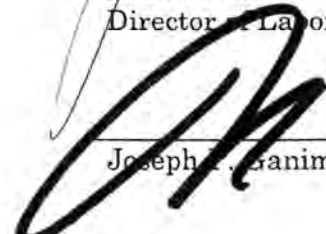
1. CBA Term: July 1, 2018 to June 30, 2022;
2. Wages:

Effective Date	Wage increase
July 1, 2018	2.0% (Two percent)
January 1, 2020	2.0% (Two percent)
January 1, 2021	1.0% (One percent)
January 1, 2022	2.0% (Two percent)

3. Health insurance carrier and plan design (Partnership 2.0) changes settled by agreement (Copy attached).
4. Article 5 – Amend to include location of bulletin boards at City Hall and Margaret Morton Government Center.
5. Article 10.9 (NEW SECTION) – The City, at its sole discretion, and subject to its normal staffing process, shall have the ability to increase the work hours and salary of an employee and/or position from 35 to 40 hours per week. The City, also at its sole discretion, but with two (2) weeks' notice to the employee, may reverse the above increase in work hours and salary.
6. List of union members, by name, affected by §19.3 and §19.5 shall be included as an appendix the CBA.
7. Article 28 – Change from Pregnancy Leave to a gender-neutral Catastrophic Disability Leave limited to a maximum of one (1) year.
8. The “On-Call Agreement” of 10/18/2017 to provide on-call emergency computer services coverage will be incorporated into the CBA as an appendix.
9. All other negotiation proposals withdrawn by the respective parties.


For the City:


Janene Hawkins
Director of Labor Relations


Joseph P. Ganim, Mayor

2/14/2019

For the Union:


Keith Brothers,
Business Manager
LIUNA, Local 1224



CITY OF BRIDGEPORT, CONNECTICUT
OFFICE OF LABOR RELATIONS

45 Lyon Terrace • Bridgeport, Connecticut 06604 • Telephone (203) 576-7610

JANENE HAWKINS
Director

COMM. 40-18 Ref'd to Contracts Committee on 02/19/2019.

JOSEPH P. GANIM
Mayor

February 14, 2019

Honorable City Council Members
Office of the City Clerk
City of Bridgeport

RECEIVED
CITY CLERKS OFFICE
19 FEB 15 AM 9:19
ATTEST
CITY CLERK

RE: Bridgeport Building Trades Council (BUILDING TRADES) – Tentative Agreement

Dear Honorable Members:

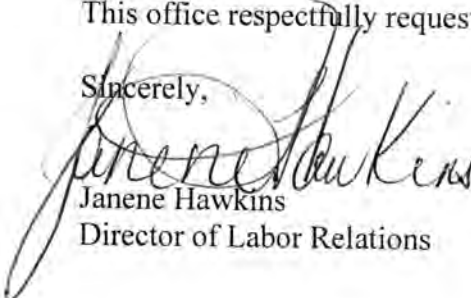
The City of Bridgeport and Bridgeport Building Trades Council have reached a tentative agreement regarding their bargaining contract. Attached for your review is a copy of the signed tentative agreement as well as a full copy of the Collective Bargaining Agreement containing all elements from the tentative agreement. This agreement is subject to ratification by the union membership and approval by the City Council.

Please note that Connecticut General Statute §7-474(b) imposes two (2) important time constraints related to action by a legislative body on this type of agreement. These are:

1. [The agreement] *shall be submitted by the bargaining representative of the municipality within fourteen days of the date on which such agreement is reached to the legislative body which may approve or reject as a whole ...* As this agreement was signed on February 14, 2019 this requirement has been met.
2. *Such request [to approve the agreement] shall be considered approved if the legislative body fails to vote to approve or reject such request within thirty days of the end of the fourteen-day period for submissions to said body.* Based on this language, if the City Council does not accept or reject the agreement by March 30, 2019, the agreement will be considered approved by operation of law.

This office respectfully requests the City Council approve the attached negotiated agreement.

Sincerely,


Janene Hawkins
Director of Labor Relations

Cc: Mayor Joseph P. Ganim
Daniel Shamas, Chief of Staff
John Gomes, Chief Administrative Officer

Tentative Agreement
between
Fairfield County Building and Construction Trades Council
and the
City of Bridgeport and Board of Education

December 3, 2018

The undersigned parties agree to the following changes to the terms and conditions of the collective bargaining agreement:

Article 7 – Work Week Schedule and Overtime

New section

7.10 - Any employee who is required to work overtime that is not coterminous with the employee's regular work week schedule shall receive of a minimum of four (4) hours overtime pay.

Article 12 – Insurance

Effective December 1, 2018, in lieu of the existing health plan offered to employees and retirees (hereinafter "plan participants") administered by CIGNA and Express Scripts, Inc., the Parties agree to switch plan participants to the State of Connecticut Partnership 2.0 Plan (Plan).

Duration

All provisions of this agreement shall remain in full force and effect until July 31, 2025.

No additional changes

Other than the changes referenced in this agreement, all terms and conditions of the current Collective Bargaining Agreement between the Fairfield County Building and Construction Trades Council (a.k.a. Bridgeport Building Trades Council) and the City of Bridgeport and Board of Education beginning on August 1, 2015 and expiring on July 31, 2025, will remain unchanged for the duration of this Tentative Agreement.

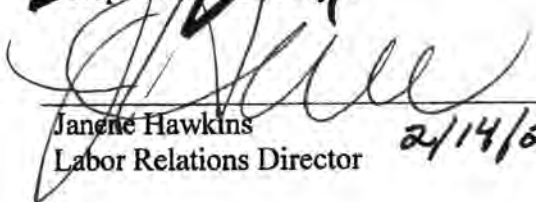
Ratification

This Tentative Agreement is subject to ratification by the Union membership and the City.

City of Bridgeport



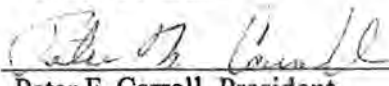
Joseph P. Ganim, Mayor



Janene Hawkins
Labor Relations Director

2/14/2019

Fairfield County Building and Construction
Trades Council



Peter F. Carroll, President



OFFICE OF THE CITY CLERK RESOLUTION FORM

RECEIVED
CITY CLERKS OFFICE

19 FEB 12 AM 8:50

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	28-18		
Submitted by Councilmember(s):	Karen Jackson		
Co-Sponsors(s):	Kyle Langan	Choose an item.	Choose an item.
District:	138TH		
Subject:	Ban on Synthetic Pesticides and Pesticides with Inert Ingredients on City-Owned Properties		
Referred to:	ECD and Environment Committee		
City Council Date:	February 19, 2019		

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, many scientific studies indicate that synthetic lawn pesticides threaten children's health by increasing the risk of cancer, learning disabilities, asthma, birth defects, and reproductive problems; and

WHEREAS, children face higher risks than adults from lawn chemical exposure due to their small size, engaging in activities on or near the ground, tendency to place their hands close to their face, greater intake of air relative to body weight, and developing hormonal and organ systems; and

WHEREAS, the Connecticut legislature has passed a law (P.A. 09-56) banning lawn care pesticide applications on the grounds of day care centers, elementary and middle schools (grade 8 and lower) as a direct result of residents' concerns about children's health and the environment; and

WHEREAS, most pesticide products contain substances in addition to the active ingredient(s) that are referred to as inert ingredients which are generally any substance (or group of similar substances) other than an active ingredient that is intentionally included in a pesticide product; and

WHEREAS, the Bridgeport City Council recognizes the availability of viable alternative practices and products to the use of pesticides, known or suspected to cause serious health problems; and

WHEREAS, communities and municipalities in the nation are embracing a precautionary approach to the use of pesticides where with the proper training, equipment and budget for organic fertilizer and seed communities can maintain their fields and grounds effectively and naturally without chemicals to adequately protect people and the environment from their harmful effects; and

NOW, THEREFORE, BE IT RESOLVED, by the Bridgeport City Council that the City ban the use of all synthetic pesticides and pesticides with inert ingredients on all city-owned properties and start using of viable alternative practices and products to the use of pesticides as of July 1, 2019.



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
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Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	

SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
<input type="checkbox"/> Yes <input type="checkbox"/> No	Public Hearing Ordered on:	
	CT Post Publication Date(s):	
	Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date: _____

SECTION IX COMMENTS (if any)



**OFFICE OF THE CITY CLERK
RESOLUTION FORM**

RECEIVED
CITY CLERKS OFFICE
19 FEB 12 AM 8:51

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	29-18			
Submitted by Councilmember(s):	Karen Jackson			
Co-Sponsors(s):	Choose an item.	Choose an item.	Choose an item.	Choose an item.
District:	138TH			
Subject:	Support Proposed Bill No. 6918 to Expand Ages for Minors to be Employed			
Referred to:	Education and Social Services Committee			
City Council Date:	February 19, 2019			

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, that CT Legislature lower the work permit age to 14 from 16 similarly to neighboring states so these teens can have a choice to travel and work and produce new revenue streams for the city and State; and

WHEREAS, those are precious ages most unoccupied children get incarcerated especially during the summer, further insuring their dependability on the public social services system and being noncompetitive adults while populating the school to prison pipeline; and

WHEREAS, Bridgeport State Representative Christopher Rosario of the 128th District has proposed Bill No. 6918 in the January 2019 Session of the General Assembly; and

WHEREAS, proposed Bill No. 6918 seeks to amend the Connecticut General Statutes to expand the ages at which minors can be employed;

NOW, THEREFORE, BE IT RESOLVED, that the Bridgeport City Council supports the passage of the Proposed House Bill 6918 and urges each member of the Legislative Delegation from Bridgeport to the Connecticut General Assembly to work to ensure the bill becomes law.

BE IT FURTHER RESOLVED, that a copy of this resolution will be provided to each member of the Legislative Delegation from Bridgeport to the Connecticut General Assembly.

- Proposed Bill No. 6918 Attached -



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
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Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	

SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
<input type="checkbox"/> Yes <input type="checkbox"/> No	Public Hearing Ordered on:	
	CT Post Publication Date(s):	
	Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date:

SECTION IX COMMENTS (if any)



General Assembly

January Session, 2019

Proposed Bill No. 6918

LCO No. 1586



* 0 1 5 8 6 *

Referred to Committee on LABOR AND PUBLIC EMPLOYEES

Introduced by:
REP. ROSARIO, 128th Dist.

AN ACT EXPANDING THE AGES FOR MINORS TO BE EMPLOYED.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

- 1 That the general statutes be amended to expand the ages at which
- 2 minors may be employed.

Statement of Purpose:

To expand the ages at which minors may be employed.



OFFICE OF THE CITY CLERK RESOLUTION FORM

RECEIVED
CITY CLERKS OFFICE
19 FEB 12 AM 8:49

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	30-18			
Submitted by Councilmember(s):	Karen Jackson			
Co-Sponsors(s):	Choose an item.	Choose an item.	Choose an item.	Choose an item.
District:	138TH			
Subject:	Ensuring Provision of Limited English Proficiency (LEP) Services			
Referred to:	Education and Social Services Committee			
City Council Date:	February 19, 2019			

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, on August 11, 2000, the President signed Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency"; and

WHEREAS, the Order requires Federal agencies to examine the services they provide, identify any need for services to those with limited English proficiency (LEP), and develop and implement a system to provide those services so LEP persons can have meaningful access to them; and

WHEREAS, the Executive Order requires that the Federal agencies work to ensure that recipients of federal financial assistance provide meaningful access to LEP applicants and beneficiaries; and

WHEREAS, to assist Federal agencies in carrying out these responsibilities, the U.S. Department of Justice issued a Policy Guidance Document, "Enforcement of Title VI of the Civil Rights Act of 1964 - National Origin Discrimination Against Persons with Limited English Proficiency" which can be found at <https://www.govinfo.gov/content/pkg/FR-2002-06-18/pdf/02-15207.pdf>; and

WHEREAS, the LEP Guidance sets forth the compliance standards that recipients of federal financial assistance must follow to ensure that their programs and activities normally provided in English are accessible to LEP persons and thus do not discriminate based on national origin in violation of Title VI's prohibition against national origin discrimination; and

WHEREAS, the Bridgeport Board of Education and/or Bridgeport Public Schools through the Superintendent of Bridgeport Public Schools should be following the compliance standards set forth by Executive Order 13166 and if receiving federal assistance ensure that the Bridgeport Public Schools are taking advantage of the financial assistance provision in the Executive Order; and

NOW, THEREFORE, BE IT RESOLVED, the Bridgeport City Council asks that Board of Education ensure the Superintendent and Bridgeport Public Schools implement limited English proficiency (LEP) and seek whatever federal assistance may be currently available through the Federal Registry.

- Executive Order 13166 Attached -



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
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SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
<input type="checkbox"/> Yes <input type="checkbox"/> No	Public Hearing Ordered on:	
	CT Post Publication Date(s):	
	Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date:

SECTION IX COMMENTS (if any)



Federal Register

Part V

The President

Executive Order 13166—Improving Access
to Services for Persons With Limited
English Proficiency

Department of Justice

Enforcement of Title VI of the Civil
Rights Act of 1964—National Origin
Discrimination Against Persons With
Limited English Proficiency; Notice

Wednesday,
August 16, 2000

Presidential Documents

Title 3—

Executive Order 13166 of August 11, 2000

The President

Improving Access to Services for Persons With Limited English Proficiency

By the authority vested in me as President by the Constitution and the laws of the United States of America, and to improve access to federally conducted and federally assisted programs and activities for persons who, as a result of national origin, are limited in their English proficiency (LEP), it is hereby ordered as follows:

Section 1. Goals.

The Federal Government provides and funds an array of services that can be made accessible to otherwise eligible persons who are not proficient in the English language. The Federal Government is committed to improving the accessibility of these services to eligible LEP persons, a goal that reinforces its equally important commitment to promoting programs and activities designed to help individuals learn English. To this end, each Federal agency shall examine the services it provides and develop and implement a system by which LEP persons can meaningfully access those services consistent with, and without unduly burdening, the fundamental mission of the agency. Each Federal agency shall also work to ensure that recipients of Federal financial assistance (recipients) provide meaningful access to their LEP applicants and beneficiaries. To assist the agencies with this endeavor, the Department of Justice has today issued a general guidance document (LEP Guidance), which sets forth the compliance standards that recipients must follow to ensure that the programs and activities they normally provide in English are accessible to LEP persons and thus do not discriminate on the basis of national origin in violation of title VI of the Civil Rights Act of 1964, as amended, and its implementing regulations. As described in the LEP Guidance, recipients must take reasonable steps to ensure meaningful access to their programs and activities by LEP persons.

Sec. 2. Federally Conducted Programs and Activities.

Each Federal agency shall prepare a plan to improve access to its federally conducted programs and activities by eligible LEP persons. Each plan shall be consistent with the standards set forth in the LEP Guidance, and shall include the steps the agency will take to ensure that eligible LEP persons can meaningfully access the agency's programs and activities. Agencies shall develop and begin to implement these plans within 120 days of the date of this order, and shall send copies of their plans to the Department of Justice, which shall serve as the central repository of the agencies' plans.

Sec. 3. Federally Assisted Programs and Activities.

Each agency providing Federal financial assistance shall draft title VI guidance specifically tailored to its recipients that is consistent with the LEP Guidance issued by the Department of Justice. This agency-specific guidance shall detail how the general standards established in the LEP Guidance will be applied to the agency's recipients. The agency-specific guidance shall take into account the types of services provided by the recipients, the individuals served by the recipients, and other factors set out in the LEP Guidance. Agencies that already have developed title VI guidance that the Department of Justice determines is consistent with the LEP Guidance shall examine their existing guidance, as well as their programs and activities, to determine if additional guidance is necessary to comply with this order. The Department of Justice shall consult with the agencies in creating their guidance and, within 120 days of the date of this order,

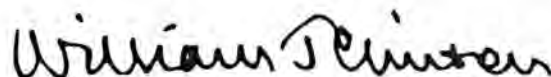
each agency shall submit its specific guidance to the Department of Justice for review and approval. Following approval by the Department of Justice, each agency shall publish its guidance document in the **Federal Register** for public comment.

Sec. 4. Consultations.

In carrying out this order, agencies shall ensure that stakeholders, such as LEP persons and their representative organizations, recipients, and other appropriate individuals or entities, have an adequate opportunity to provide input. Agencies will evaluate the particular needs of the LEP persons they and their recipients serve and the burdens of compliance on the agency and its recipients. This input from stakeholders will assist the agencies in developing an approach to ensuring meaningful access by LEP persons that is practical and effective, fiscally responsible, responsive to the particular circumstances of each agency, and can be readily implemented.

Sec. 5. Judicial Review.

This order is intended only to improve the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its agencies, its officers or employees, or any person.



THE WHITE HOUSE,
August 11, 2000.



OFFICE OF THE CITY CLERK RESOLUTION FORM

RECEIVED
CITY CLERKS OFFICE

19 FEB 11 AM 9:00

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	31-18
Submitted by Councilmember(s):	Ernest E. Newton
Co-Sponsors(s):	Eneida L. Martinez Choose an item. Choose an item. Choose an item.
District:	139TH
Subject:	All-Way Stop Clermont Avenue and Ridgefield Avenue
Referred to:	Board of Police Commissioners
City Council Date:	February 19, 2019

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, the City Council desires to ensure the safety and well-being of all our citizens, inhabitants, and others who may travel on Bridgeport's numerous streets and roads; and

WHEREAS, our streets and roads are heavily travelled daily by cars, large commercial trucks, emergency and public service vehicles, bicyclists, motorcyclists and pedestrians alike; and

WHEREAS, citywide an increase in vehicle accidents at intersections, or involving pedestrians in crosswalks or on sidewalks, has raised fears that our streets and roads need to be safer; and

WHEREAS, after a steep incline Clermont Avenue crests and intersects with Ridgefield Avenue with both streets experiencing a steady flow of cars, large trucks, delivery vehicles, school buses and emergency vehicles travelling through this residential intersection daily; and

WHEREAS, this densely developed, multi-family residential street is comprised of families, children, disabled, and elderly residents who have complained that speeding vehicles using Clermont Avenue to reach Bridgeport Hospital continue to increase the risk of a serious accident occurring due to the limited line of sight when approaching Ridgefield Avenue; and

WHEREAS, traffic on Ridgefield Avenue often cuts through from Boston Avenue to Barnum Avenue and after stopping at the stop signs needs to pull out slowly or stop abruptly as the unregulated traffic on Clermont Avenue often does not see them in time to slow down; and

WHEREAS, inherent in all intersectional accidents, especially in an urban setting such as the Clermont and Ridgefield Avenues intersection, is the danger that an out of control vehicle will hit a pedestrian crossing the street, in a crosswalk, or simply walking along the sidewalk; and

NOW, THEREFORE BE IT RESOLVED by the Bridgeport City Council that the Board of Police Commissioners designate the intersection of Clermont and Ridgefield Avenues as an "All-Way" stop intersection with appropriate signs erected and stop lines painted on the road surface.

-Attachments-



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
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SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
<input type="checkbox"/> Yes <input type="checkbox"/> No	Public Hearing Ordered on: CT Post Publication Date(s): Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date:

SECTION IX COMMENTS (if any)

See travel times, traffic and nearby places

Mill Hill Ave
Ridgefield Ave
Judson Pl
Summerfield Ave
Clermont Ave
Prince St
Plylee Pl

Advanced Cardiovascular Specialists, PC
Mill Hill Ave

St John the Baptist Orthodox
Mill Hill Ave
Clermont Ave

Summerfield United Methodist Church
Judson Pl
Clermont Ave

Dda Shipping
Summerfield Ave

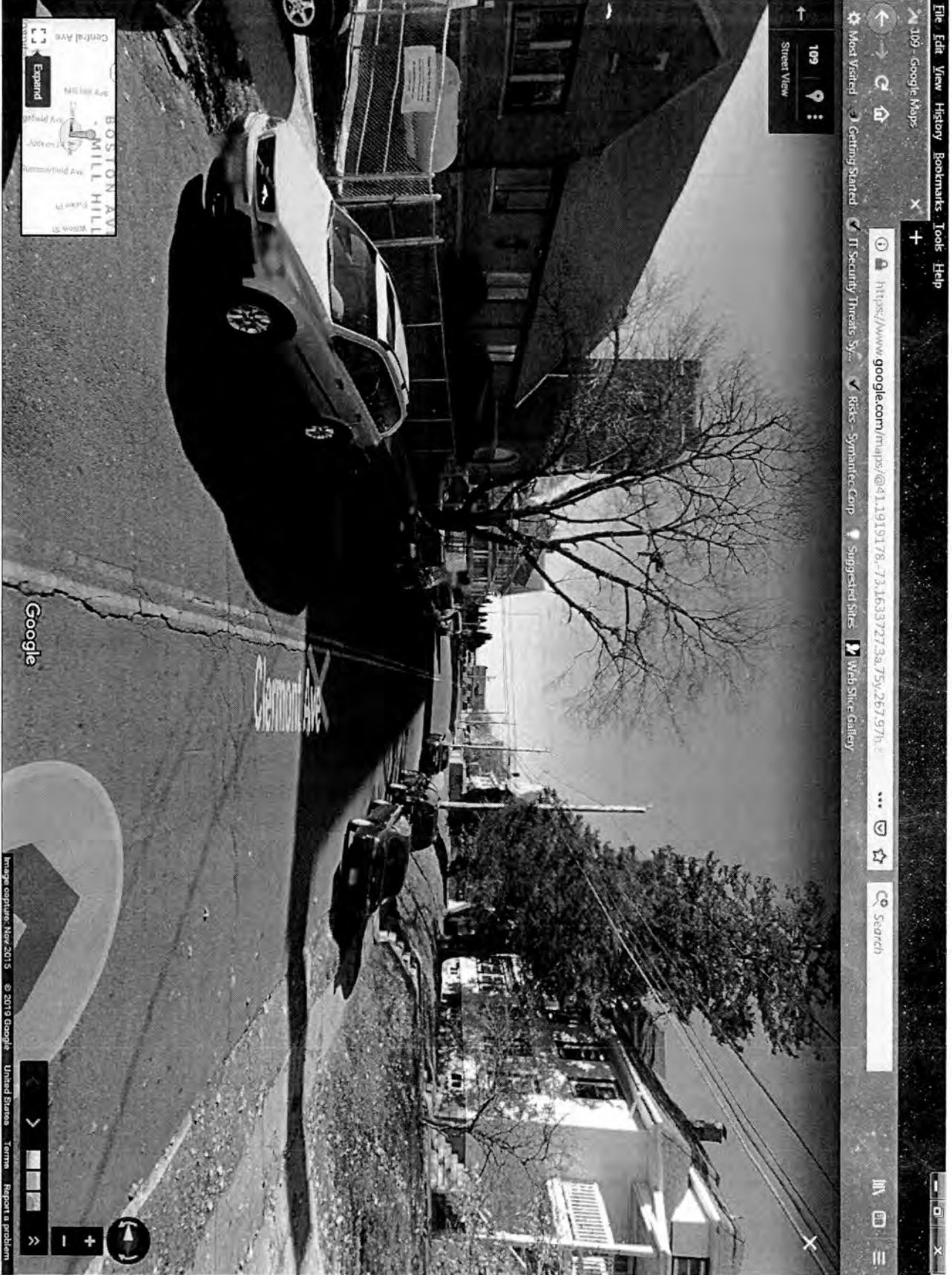
Yale New Haven Health
Bridgeport Hospital

Kaylora's Shoes
Mill Hill Ave



See travel times, traffic and nearby places





File Edit View History Bookmarks Tools Help

109 - Google Maps

Most Visited Getting Started IT Security Threats Sy...
Rocks - Synantec Corp Suggested Sites Web Slice Gallery

https://www.google.com/maps/@41.1919178,-73.1639727,3a,75y,267.97h

Search

109
Street View

Central Ave
37 Mill Hill
Boston, MA
Expand

Google

Image capture: Nov 2015 © 2019 Google United States Terms Report a problem



File Edit View History Bookmarks Tools Help

2 Clermont Ave - Google Maps

Most Visited Getting Started IT Security Threats by...

2 Clermont Ave Bridgeport, Connecticut

Google Street View - Nov 2015

https://www.google.com/maps/@41.1919798,-73.164795,3a,75y,96.55h,85t

Search

Report a problem

Inset map showing the current location on a larger map. Labels include 'Central Ave', 'MILL HILL', and 'BOSTON AV'. A small 'Expand' button is visible.

Google

Image capture, Nov 2015 © 2015 Google - United States Terms Report a problem



File Edit View History Bookmarks Tools Help

385 Ridgely Ave - Google

https://www.google.com/maps/place/Ridgely+Ave+%26+Clermont+Ave

Most Visited Getting Started IT Security Threats Synthesizer Corp Suggested Sites Web Site Gallery

385 Ridgely Ave
Bridgeport, Connecticut

Google

Street View - Aug 2017

Search

Map navigation icons

Map inset showing:

- 385 Ridgely Ave
- Central Ave
- Jan Health Hospital

Google

Image capture: Aug 2017 © 2019 Google United States Terms Report a problem



Map inset showing the current location on a street map. Labels include 'Central Ave', 'Kent Hospital', and 'Ridgelyfield, CT'. A red location pin is placed on the map.



OFFICE OF THE CITY CLERK RESOLUTION FORM

RECEIVED
CITY CLERKS OFFICE

19 FEB 12 AM 8:50

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	35-18			
Submitted by Councilmember(s):	Karen Jackson			
Co-Sponsors(s):	Choose an item.	Choose an item.	Choose an item.	Choose an item.
District:	138TH			
Subject:	Amend City Ordinance Chapter 3.70 - Event Admissions Surcharge			
Referred to:	Ordinance Committee			
City Council Date:	February 19, 2019			

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, City Ordinance Chapter 3.70 - Event Admissions Surcharge imposes a surcharge of five percent of the admission charge to any place of amusement, entertainment or recreation within the City of Bridgeport, as defined in subsection (3) of Section 12-540 of the Connecticut General Statutes, except when the admissions charge is not more than ten dollars (\$10.00); and

WHEREAS, the City sent 15 letters to establishments last year asking for payment under the event Admissions Surcharge ordinance; and

WHEREAS, enforcement of the Event Admissions Surcharge ordinance appears to be spotty as there are always advertisements for events that charge more than 10 dollars at the door for admission and the City doesn't get that additional Event Admissions Surcharge money; and

WHEREAS, the existing Event Admissions Surcharge ordinance needs to be changed to include more businesses that charge admission and to require enforcement of the collection of the surcharges; and

NOW, THEREFORE, BE IT RESOLVED, by the Bridgeport City Council that the City Attorney draft an amendment to City Ordinance Chapter 3.70 - Event Admissions Surcharge that will expand on those for-profits that charge admissions to pay an Event Admissions Surcharge and require the enforcement of the ordinance through additional penalties if a required admissions tax is not paid.

- City Ordinance Chapter 3.70 - Event Admissions Surcharge is Attached -



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
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SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
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	CT Post Publication Date(s):	
	Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date:	
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SECTION IX COMMENTS (if any)

Chapter 3.70 - EVENT ADMISSIONS SURCHARGE

3.70.010 - Imposition of surcharge.

There is hereby imposed a surcharge of five percent of the admission charge to any place of amusement, entertainment or recreation within the City of Bridgeport, as defined in subsection (3) of Section 12-540 of the Connecticut General Statutes, except when the admissions charge is not more than ten dollars (\$10.00). The amount of any such surcharge shall be in addition to any tax otherwise applicable to such admission charge, except that no surcharge shall be imposed on a facility if (1) there is imposed a surcharge on such facility pursuant to Connecticut General Statutes Section 12-579, or (2) all of the proceeds from the event inure exclusively to an entity which is exempt from federal income tax under the Internal Revenue Code, provided such entity actively engages in and assumes the financial risk associated with the presentation of such event.

The surcharge shall be imposed on the facility at which such event takes place, and reimbursement for the surcharge shall be collected from the purchaser upon payment of the admission charge. The surcharge, when added to the admission charge, shall be a debt from the purchaser to the facility and shall be recoverable at law. The facility shall remit the total amount of all surcharges imposed pursuant to this section to the Tax Collector in accordance with Connecticut General Statutes Section 12-581. Any surcharge imposed shall be subject to the provisions of Connecticut General Statutes Chapter 226a in the same manner as a tax imposed pursuant to said chapter.

(Ord. dated 11/7/16)

3.70.015 - Exemption.

Notwithstanding the forgoing, the Klein Memorial Auditorium Foundation Inc. (910 Fairfield Avenue) and Downtown Cabaret Theatre Company of Bridgeport (263 Golden Hill Street) are hereby expressly exempt from such surcharge on the basis of their status as 501(c)(3) non-profit organizations and their community theatre operations, upon the condition and for the time period only that they maintain their 501(c)(3) tax exempt status.

(Ord. dated 11/6/17)

3.70.020 - Enforcement.

This chapter shall be administered by the tax collector of the city of Bridgeport. All forms necessary or convenient for the enforcement of this chapter shall be prescribed, printed, and furnished by the tax collector. The tax collector shall enforce all rules and regulations adopted by the state tax commissioner relating to the administration and enforcement of this chapter.

(Ord. dated 11/7/16)

3.70.030 - Filing return.

Each person subject to a surcharge imposed under this section shall file a return on or before the twentieth of each month setting forth the amount of surcharge due for the preceding month and such additional information as the tax collector may require. Payment of such surcharge shall accompany each return. Any person subject to such surcharge failing to file a return and pay the surcharge when due is liable for a penalty of ten dollars (\$10.00), or ten percent of the surcharge due, whichever is greater. In addition, there shall be added interest at the rate of one and one-half percent per month from the date of the return until date of payment. The tax collector, if satisfied that the failure to comply with any provision of this section was due to reasonable cause, may abate or remit the whole or part of any penalty.

(Ord. dated 11/7/16)

3.70.040 - Appeals.

Any taxpayer aggrieved because of any order, decision, determination or disallowance of the tax collector under the provisions of this chapter may, within one month after service upon the taxpayer of notice of such order, decision, determination or disallowance, take an appeal there from to the superior court for the judicial district in which such municipality is located, which shall be accompanied by a citation to such tax collector to appear before such court. Such citation shall be signed by the same authority, and such appeal shall be returnable at the same time and served and returned in the same manner as is required in case of summons in a civil action. Such appeals shall be preferred cases to be heard, unless, cause appears to the contrary, at the first session by the court or by a committee appointed by it. The court may grant such relief as may be equitable and, if such tax has been paid prior to the granting of such relief, may order the city to pay the amount of such relief, with interest at the rate of six percent per annum, to the aggrieved taxpayer. If the appeal has been taken without probable cause, the court may tax double or triple costs, as the case demands; and, upon all such appeals which may be denied, costs may be taxed against the appellant at the discretion of the court, but no costs shall be taxed against the city.

(Ord. dated 11/7/16)

3.70.050 - State law adopted.

The provisions of Public Act No. 16-3, Sec. 186, as may be amended from time to time, are incorporated in this chapter and made a part hereof.

(Ord. dated 11/7/16)

3.70.060 - Effective date.

The provisions of this ordinance shall take effect starting on January 1, 2017.

(Ord. dated 11/7/16)

**CITY OF BRIDGEPORT
BUDGET AND APPROPRIATIONS
COMMITTEE
REGULAR MEETING
JUNE 10, 2019**

ATTENDANCE: Maria Zambrano Viggiano, Co-Chair; Denese Taylor-Moye, Co-Chair; Nessah Smith, Council President Aidee Nieves; Council Member Christina Smith. Michael Defilippo

OTHERS: Council Member Karen Jackson, Ken Flatto, Finance Director; Constance Vickers, Legislative Affairs Director; Veronica Jones, Tax Collector; Bernd Tardy, Acting City Purchasing Agent

CALL TO ORDER

Co-Chair Zambrano Viggiano called the meeting to order at 6:09 p.m. A quorum was present.

APPROVAL OF MINUTES

Approval of Committee Minutes: May 13, 2019 (Regular Meeting); May 2, 2019 (Public Hearing); April 29, 2019; April 30, 2019; May 1, 2019; May 2, 2019 & May 4, 2019 (Special Budget Hearings).

**** COUNCIL MEMBER TAYLOR-MOYE MOVED TO APPROVE THE FOLLOWING MINUTES:**

**MAY 13, 2019 (REGULAR MEETING); MAY 2, 2019 (PUBLIC HEARING);
APRIL 29, 2019; APRIL 30, 2019; MAY 1, 2019; MAY 2, 2019 & MAY 4, 2019
(SPECIAL BUDGET HEARINGS).**

**** COUNCIL PRESIDENT NIEVES SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

36-18 Proposed resolution requesting the General Assembly to enhance collection of Remote or E-commerce Sales Taxes.

Ms. Constance Vickers, the Legislative Affairs Director came forward and said that this was a State tax and was included in the budget. Council member Jackson had asked about whether there was a charge for Uber, but Ms. Vickers said she was not sure. She added that the regressive tax will affect Bridgeport residents more.

Council Member Jackson said that she would like to withdraw the item.

**** COUNCIL MEMBER TAYLOR-MOYE MOVED TO WITHDRAW AGENDA ITEM 36-18 AT THE REQUEST OF COUNCIL MEMBER JACKSON, WHO SUBMITTED IT.**

**** COUNCIL MEMBER N. SMITH SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

**** COUNCIL MEMBER TAYLOR-MOYE MOVED TO HEAR AGENDA ITEM 85-18 NEXT.**

**** COUNCIL MEMBER N. SMITH SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

85-18 Municipal Suspense Tax Book.

Ms. Veronica Jones, the Tax Collector, came forward and said that she had a list of accounts that are no longer collectible because the individuals are either deceased, bankrupt or cannot be found. Mr. Flatto said that if they locate an individual, they do try to collect. The statute of limitations is 15 years. Council member N. Smith asked if the City could give these items to an outside agency. Ms. Jones said that the City does refer these to an outside agency.

**** COUNCIL MEMBER TAYLOR-MOYE MOVED TO APPROVE AGENDA ITEM 85-18 MUNICIPAL SUSPENSE TAX BOOK.**

**** COUNCIL MEMBER N. SMITH SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

197-17 Proposed resolution requesting the Purchasing Director to provide the City Council with reports required under the purchasing ordinance.

Mr. Flatto said that the City has been reviewing the Purchasing Ordinances during the last few months to make sure the department is working more efficiently. Mr. Flatto said that when an item does not fit into a clear category, or there are purchases that are over \$1,000, the requirements have been changed. There were also some issues with change orders. The staff involved with purchases has been trained on the new procedures. There has already been some very positive feedback from the staff.

Mr. Tardy said that they had revised the forms and were tracking purchases carefully.

**** COUNCIL MEMBER N. SMITH MOVED TO ENTER THE DOCUMENTS TITLED NOTIFICATION OF PURCHASE ORDER ADJUSTMENT OR CHANGE # AS EXHIBIT #06-10-2019-01**

**** COUNCIL MEMBER TAYLOR-MOYE SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

Mr. Flatto reviewed the details of the percentage range. Council Member Nieves pointed out that the ceiling for additional required documentation was listed as \$1,000 on the form but they had said it was \$1,500. Mr. Flatto explained that the CAO had changed the amount. It will be changed on the form.

The Committee then reviewed the new form for Qualified Purchases, which is the second form in the packet. Mr. Flatto said that there was a misunderstanding about the need for three quotes. He said that there have been times when a vendor can't do the job, but if they submit a statement that they can't do the job, it will count as a valid quote. Discussion followed.



**OFFICE OF THE CITY CLERK
RESOLUTION FORM**

RECEIVED
CITY CLERKS OFFICE

19 FEB 12 AM 8:50

ATTEST _____
CITY CLERK

SECTION I CITY COUNCIL SUBMISSION INFORMATION

Log ID/Item Number:	36-18			
Submitted by Councilmember(s):	Karen Jackson			
Co-Sponsors(s):	Choose an item.	Choose an item.	Choose an item.	Choose an item.
District:	138TH			
Subject:	Request General Assembly Enhance Collect of Remote or E-commerce Sales Taxes			
Referred to:	Budget and Appropriations Committee			
City Council Date:	February 19, 2019			

SECTION II RESOLUTION (PLEASE TYPE BELOW)

WHEREAS, a remote vendor is one who has no physical presence in the state of Connecticut; and

WHEREAS, on June 21, 2018 the U. S. Supreme Court in South Dakota v. Wayfair ruled that states and local governments can require the collection of sales taxes from remote vendors out of state; and

WHEREAS, billions are lost each year in uncollected sales and use taxes on remote sales that are untapped sources of revenue for the state to pay for critical needs in infrastructure and services, see detailed discussion at <https://www.naco.org/sites/default/files/documents/MFA%20update.pdf>; and

WHEREAS, with the growing use of applications via computers, tablets and smartphones the nature of retail spending has become increasingly different in the marketplace and sales in e-commerce are projected to increase markedly in coming years while local on-site sales are projected to decrease; and

WHEREAS, online retailers do not pay for use of state and local infrastructure to deliver goods to Connecticut communities which is decidedly unfair to retailers in state that do pay those taxes; and

WHEREAS, as e-commerce continues to grow in the coming years the Connecticut General Assembly needs to ensure that the state has in place legislation to compel remote sellers to collect a sales tax at the time of transaction by utilizing destination-based sourcing to determine the tax amount; and

NOW, THEREFORE, BE IT RESOLVED, that as e-commerce continues to grow the Bridgeport City Council encourages each member of the Legislative Delegation from Bridgeport to the state General Assembly work to ensure that the state has in place legislation to compel remote sellers to collect a sales tax at the time of transaction utilizing destination-based sourcing to determine the tax amount.

BE IT FURTHER RESOLVED, that a copy of this Bridgeport City Council resolution be provided to each member of the Legislative Delegation from Bridgeport to the Connecticut General Assembly.



OFFICE OF THE CITY CLERK RESOLUTION FORM

SECTION III SUBSEQUENT REFERRALS/REPLIES AND DATE SENT/RECEIVED

DEPARTMENT	Referral date sent	Response Received	Date reply received
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Choose an item.		<input type="checkbox"/> Yes <input type="checkbox"/> No	

SECTION IV PUBLIC HEARING INFORMATION

Public Hearing Required	Details	Date
<input type="checkbox"/> Yes <input type="checkbox"/> No	Public Hearing Ordered on:	
	CT Post Publication Date(s):	
	Public Hearing Held on:	

SECTION V AMENDMENTS/EXHIBITS

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VI COMMITTEE ACTION/APPROVAL INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:

SECTION VII WITHDRAWN/SINE DIE INFORMATION

Choose an item.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:
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SECTION VIII DATE OF APPROVAL/DENIAL FROM CITY COUNCIL

City Council Approval Date:

SECTION IX COMMENTS (if any)

Item # *196-17 Consent Calendar

Resolution requesting the Purchasing Director to provide information on the Department of Public Facilities purchases.



**Report
of
Committee
on
Budget and Appropriations**

City Council Meeting Date: February 19, 2019

Attest: Lydia N. Martinez
Lydia N. Martinez
Lydia N. Martinez, City Clerk

Approved by: _____
Joseph P. Ganim, Mayor

Date Signed: _____

Special Note: Mayor did not sign Report.

RECEIVED
CITY CLERKS OFFICE
19 MAR 12 PM 12:10
ATTEST
CITY CLERK



City of Bridgeport, Connecticut

Office of the City Clerk

To the City Council of the City of Bridgeport.

The Committee on Budget and Appropriations begs leave to report; and recommends for adoption the following resolution:

Item No. *196-17 Consent Calendar

WHEREAS, the City Code states under CHAPTER 9 — BUDGET AND FISCAL CONTROLS Section 4. — City Council — Power to procure information that:

“The city council shall have full power to require the different city officers and employees to furnish all the information which they may possess and to exhibit to it all books, contracts, reports and other papers and documents in their respective departments, or in their possession, requisite, in the opinion of said board, to enable it to discharge the duties imposed upon it by this chapter and it is hereby made the duty of all the city officers to furnish and exhibit the same when so required”; and

WHEREAS, the City Code under CHAPTER 3.08 — CITY CONTRACT AND PURCHASING PROCEDURES, Sec. 3.08.070 — Purchasing Procedure allows for a Waiver of competitive bidding for qualified purchases which requires that:

“...the contracting officer shall request a waiver of competitive bidding for a qualified purchase in writing and submit it to the purchasing agent. Such request shall identify any/all reasons as described above as to why such purchase shall be done as a qualified purchase, the selection of the particular vendor or contractor, and any other pertinent details. In addition, the contracting officer shall also submit an "integrity affidavit" to the purchasing agent which attests that the contracting officer has no personal or business relationship with the vendor or contractor being selected for the qualified purchase and attesting to all reasonable attempts to receive best value for the city”; and

WHEREAS, the City Code under CHAPTER 3.08 — CITY CONTRACT AND PURCHASING PROCEDURES, Sec. 3.08.070 — Purchasing Procedure provides for specificity in reports to the City Council on purchases:

“Said reports shall contain, to the extent then technology in place will allow, information about the following activities:

- a. Purchases made by the competitive bidding process;
- b. Purchases made by the competitive proposal process;
- c. Waivers granted from competitive bidding or competitive proposal processes, including critical emergency purchases, mayoral bid waivers issued and qualified purchases;



City of Bridgeport, Connecticut

Office of the City Clerk

Report of Committee on Budget and Appropriations

Item No. *196-17 Consent Calendar

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- d. Waivers granted from informal bid and proposal processes;
- e. Purchases made through federal or state bid lists or through cooperative purchasing arrangements with associations or other municipalities;
- f. Violations or suspected violations of this section; and
- g. Other activities required to be reported to the BPP herein.
- h. A list of all purchases made by the purchasing agent shall be filed annually with the city clerk"; and

WHEREAS, the City Code requires under CHAPTER 3.08 — CITY CONTRACT AND PURCHASING PROCEDURES, 3.08.150 — Penalty for violations of Sections 3.08.070, 3.08.080 and 3.08.100 that:

“Any officer or employee or any member of any board, commission, department, bureau or other agency of the city who shall violate any of the provisions of Sections 3.08.070, 3.08.080 and 3.08.100 shall be deemed guilty of misconduct in office and shall be liable to removal from office therefor”; and

WHEREAS, the City Council has received information regarding the Department of Public Facilities which cause the Council some concern, considering its duties and responsibilities under the City Charter and various City Ordinances.

NOW, THEREFORE, BE IT RESOLVED, that the Bridgeport City Council directs the Purchasing Director to provide a written and digital report as detailed in City Code Sec. 3.08.070 to the City Council for all Public Facilities operating budget purchases and all qualified purchases for each calendar year quarter ending in March, June, and September 2018; and

BE IT FURTHER RESOLVED, that Bridgeport City Council directs the Purchasing Director to provide copies of all waivers of competitive bidding for a qualified purchase and integrity affidavits as detailed in City Code Sec. 3.08.070 for any Public Facilities purchases for each calendar year quarter ending in March, June, and September 2018; and

BE IT FURTHER RESOLVED, that the Bridgeport City Council directs the Purchasing Director to provide a written and digital report as detailed in City Code Sec. 3.08.070 to the City Council for all Public Facilities Capital Budget purchases for each calendar year quarter ending in March, June, and September 2018.



City of Bridgeport, Connecticut Office of the City Clerk

Report of Committee on Budget and Appropriations
Item No. *196-17 Consent Calendar

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RESPECTFULLY SUBMITTED,
THE COMMITTEE ON
BUDGET AND APPROPRIATIONS




Denese Taylor-Moye, Co-Chair

Maria Zambrano Viggiano, Co-Chair


Jeanette Herron



Mary A. McBride-Lee



Michael A. Defilippo



Christina B. Smith



Nessan G. Smith

City Council Date: February 19, 2019