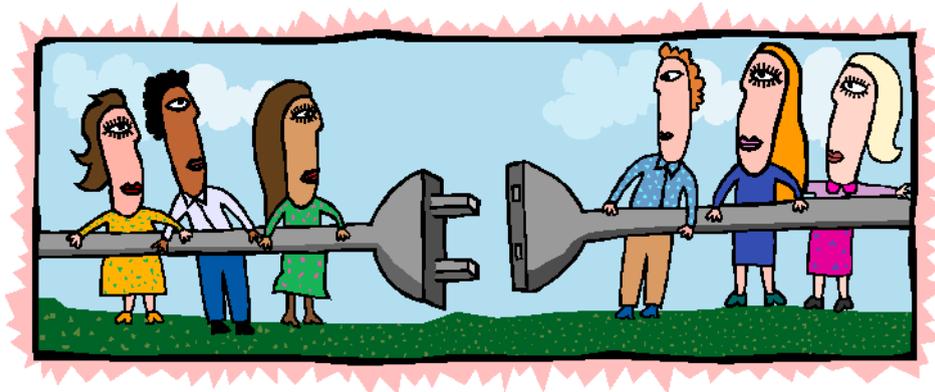


HOLLOW

**Neighborhood
Revitalization
Zone**



Comprehensive Redevelopment Plan

**Effective
May 16, 2005**

Prepared by Bridgeport Planning Department

EXECUTIVE SUMMARY

The Hollow Development Corporation and City of Bridgeport have worked together to create a Neighborhood Revitalization Zone designation for the Hollow, and a comprehensive redevelopment plan. This effort commenced on April 15, 2004, and is culminating with the adoption of the full plan during the Spring of 2005.

The Hollow neighborhood is the smallest (0.42 square miles), poorest and densest neighborhood in Bridgeport. Historically the area has been, and continues to be, home to an ever changing population of immigrants, with the 2000 Census indicating over 44% of Hollow residents being of Hispanic ethnicity.

Over eighty percent of Hollow residents are renters. The majority of housing stock is occupied, but the level of blight is noticeable due to the small geographic area. Over 140 properties were identified as being *blighted* and abandoned, *vacant lots*, or occupied but *at-risk* of becoming blighted.

The planning committee identified many issues that affect the neighborhood, which were broken down into three broad categories: Physical Development, Social Issues, and Image/Public Safety. Issues identified under the Physical Development category included blight, housing density and the lack of strategic planning for the neighborhood. Concerns identified under Social Issues included the need for additional youth programs and outdoor recreation areas, a need for increased community interaction, and landlord/tenant assistance and education. The Image/Public Safety issues centered around the Police Department and their division of Community Services, and improving the home environment of Hollow residents.

The Hollow has many businesses. There are large clusters of automotive, food markets, restaurants, retail shops, beauty salons, and construction and building supply businesses. Added to this mix are the over two-dozen places of worship and six schools. There is a large amount of tax-exempt property in the Hollow due to the schools, churches and Bridgeport Housing Authority. Businesses typically were established prior to current zoning regulations, and are therefore mixed in with residential units. These businesses serve their original customer base who typically lived in the Hollow but has since moved, as well as the new customer base of those currently residing in the neighborhood. Issues that businesses generally face include traffic congestion and lack of available parking.

The NRZ Planning Committee, with approval from the neighborhood through public meetings, established the following vision:

To improve the quality of life in the Hollow neighborhood by enhancing the physical, social, cultural, educational and economic opportunities.

The following goals were outlined to support this vision:

Goal 1: Improve the physical condition of neighborhood properties by developing programs and strategies to eliminate blight and barriers to reinvestment.

Goal 2: Improve the relationship between the community and law enforcement, and reduce crime.

Goal 3: For Hollow parents to: be more aware of the resources available to them in the area; become more engaged in their community; know what their children are doing; and be encouraged to provide a positive home environment.

Goal 4: For Hollow youth to be highly educated, motivated, actively involved in their community, be leaders themselves and have greater economic opportunities.

Goal 5: Provide family oriented activities and recreation for children and youth.

Goal 6: Provide additional and more varied training programs to the Hollow neighborhood.

Goal 7: Improve and promote the physical health of Hollow residents.

Goal 8: Empower the Community with the Ability to Impact Change

Goal 9: Change the Perception of the Hollow

Over eighty objectives and strategies were developed to achieve these goals, and were prioritized into the following five short-term and long-term objectives.

Short-Term Priorities:

1. Eliminate blight by eliminating deteriorated properties for housing and compatible related use, in a timely fashion.
2. Monitor the City's zoning applications to ensure adherence to this plan, namely off-street parking requirements, setbacks and landscaping requirements.
3. Re-develop/improve Nanny Goat Park: separate activity areas for older children and younger children; provide supervision; clean up the park; have lights for night recreation.
4. Coordinate site design of new school to meet educational, health, recreational and green space needs of the community
5. Property Re-Use Strategy as outlined in detail in Section V, Goal 1.

Long-Term Priorities:

1. Provide replacement housing to retain Hollow properties. I.e. school dislocations.
2. Residential Property Improvements

3. Provide a multi-purpose facility where a variety of recreation and educational programs can be held for youth and adults, which includes a fitness center. The new Webster School, Russo Park and the Wheeler Center were identified as potential locations for this facility to be based.

4. Implement additional walking police patrols, including a reintroduction to the concepts, principles and practices of Community Policing. A Police Officer Sector Terminal (POST) must be reestablished to support this effort.

5. Develop capacity in non-profit organizations within the Hollow who are interested in rehabilitating structures.

Hollow Neighborhood Revitalization Zone Plan

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I. INTRODUCTION

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Mayor John Fabrizi, upon being elected to his first full term, chose the priority of addressing blight throughout the City. He chose the Hollow as the first neighborhood to begin this effort. The initial intent was to go in and demolish all the blighted properties; but after some rethinking, it was determined that the best way to remove the blight would be to work with the community and create a redevelopment plan.

The Hollow Development Corporation was more than willing to work with the City to undertake this effort, and agreed to be the organization under which the NRZ process would occur. While these discussions were occurring, City Scan, a program of the Connecticut Policy and Economic Council, began taking scans of blighted and vacant property in the Hollow. These scans consisted of digital photos accompanied by a brief description of the situation.

On April 15, 2004 the first Town Meeting was held at Columbus Elementary School in the Hollow. The Mayor welcomed everyone and explained his new priority, which was supported by the new “Stop Trashing Bridgeport” campaign and ordinance that began that very day. The process of establishing a redevelopment plan was outlined and interested parties were encouraged to attend the next meeting. Over the next few months regular meetings were held and neighborhood issues were outlined by the group, focused around the three issues of Public Safety/Image, Physical Development and Social Issues.

A formal NRZ Planning Committee, a subcommittee of the Hollow Development Corporation, was formed out of the larger group, and met bi-weekly through December, 2004, continuing to prioritize the identified issues and establish a vision, goals and objectives to address those issues. A second Town Meeting on October 29, 2004 was held to present these goals to the community and obtain their input. The community overwhelmingly supported the vision and goals established by the committee, with 46 survey respondents “strongly agreeing” with the vision and goals, 16 respondents “agreeing,” 1 respondent being “neutral,” and 3 respondents “strongly disagreeing.” The Planning Committee, satisfied they were on the right track, continued meeting to develop the various redevelopment strategies that are outlined in this NRZ Plan.

The Community Economic Development Fund (CEDF) supported this planning process through a grant to hire a business consultant to survey businesses throughout the Hollow. This survey was comprehensive in nature, and determined the various issues that affect the businesses. The City of Bridgeport matched that grant with Community Development Block Grant (CDBG) funds to hire a facilitator/community outreach individual. This person was hired to work with the City to establish the meeting agendas, facilitate the meetings, and outreach to the community to ensure all constituencies of the Hollow neighborhood were represented in the planning meetings.

This Hollow NRZ Plan is the first redevelopment plan created specifically for the Hollow. The Plan is in concert with the City of Bridgeport’s Comprehensive Economic

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Development Strategy (CEDDS) goals, updated in 2004, to “sustain and revitalize neighborhood-based retail throughout the city,” and “retain and upgrade the skills and education levels of the city’s existing and potential workforce.”

The Hollow NRZ Plan is also in concert with the 1996 Master Plan of Development, which outlines goals to “sustain and revitalize neighborhood commercial, retail, and residential corridors throughout the city;” “retain and upgrade the skills and education levels of the existing and potential workforce;” “preserve and maintain the existing roadway system in a state of good repair, improve its efficiency to facilitate the movement of people and goods, eliminate points of hazard or delay;” “ensure that all of Bridgeport’s residents have access to decent, safe, and affordable housing by fostering secure, stable, and attractive neighborhoods;” “provide all present, prospective, and future residents of Bridgeport quality housing that is suitable to their needs;” “increase home-ownership opportunities in the City of Bridgeport, particularly for first-time buyers;” “increase the quality and supply of rental housing in Bridgeport;” “focus on effectively infilling vacant lots and buildings with new development that both visually and functionally enhances the surrounding neighborhoods;” and “provide safe, sustainable, and accessible parks and open areas that provide ample recreational and leisure activities.”

II. NEIGHBORHOOD ANALYSIS

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The Hollow neighborhood is located near the center of Bridgeport, northwest of downtown. This small neighborhood, 0.42 square miles, has a 2000 U.S. Census population of 9,562. The size of the neighborhood, along with the population, identifies the Hollow with the highest population density of all neighborhoods in Bridgeport, 3.02 persons per household.

The Hollow historically has been home to ethnic immigrants. The area was settled in the late 1830's by Irish and English immigrants, who first bestowed the "Hollow" name. Many ethnic groups have settled in the Hollow and eventually moved on. The current ethnic make-up is 44% Hispanic. The Portuguese population is concentrated here, and there is a growing number of Brazilian and Cape Verdean residents.

The median household and per capita incomes for the Hollow (\$26,301 and \$12,565, respectively) are lower than Bridgeport's overall incomes (\$34,658 and \$16,306). As expected, the poverty rate is also higher in the Hollow than in Bridgeport overall, 23.8% versus 17.9%.

A contributing factor to the lower incomes and poverty level may be that nearly one quarter of households in the Hollow are single mothers (23.7%), a significantly higher percentage than throughout the city, 14.6%. Another contributing factor is the educational level of Hollow residents. Nearly 55% of adults 25 years of age and older do not have a high school diploma, while only 15% have an Associate's Degree or better. This is disconcerting considering that five elementary schools and one high school are located in the Hollow.

The Hollow has 6.4% of Bridgeport's housing stock, which equates to 3,477 housing units. Over ninety percent of those units are occupied. The majority of residential structures house three or more units. With so many multi-family structures, the typical occupant is a renter (84.5% of the occupied units). These figures are outlined in Appendix D.

A number of businesses in the Hollow have been in existence for over fifteen years. These are businesses that were established to serve a market that was originally located in the Hollow, or were located close to the employees who could walk to work. The market and employees may have physically relocated out of the Hollow, but the businesses have remained. As a result, there is a mixture of businesses, residences and industry throughout the neighborhood. Driving around in the Hollow uncovers restaurants, specialty markets or some other business squeezed in between multi-family houses.

The Hollow is bounded by three major streets: North Avenue (Route 1), Main Street and Park Avenue. These three streets provide the bulk of commercial business that serves the Hollow. A survey of all parcels and the services, found in Appendix F, for the neighborhood identified a large number of small markets or bodegas, beauty salons and auto sales and repair facilities, and a low number of professional services such as

medical or legal. Additionally, there are nearly two-dozen places of worship located in this small neighborhood.

The established NRZ boundaries for the Hollow include both sides of the perimeter streets, and all properties within that boundary. The perimeter streets include Park Avenue to the west, North Avenue (Route 1) to the north, Main Street to the east, and Washington Avenue to the south/east. Refer to Appendix A for the map.

III. SUMMARY OF ISSUES CONCERNING NEIGHBORHOOD

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Neighborhood issues were generated within the three categories of Physical Development, Public Safety/Image, and Social Issues. Below is a summary of those issues.

A. Physical Development

1. Blighted Buildings and Lots, Poor Infrastructure

The City, with the assistance of a program called City Scan, identified 86 properties that contained abandoned buildings or were vacant lots. An individual parcel survey conducted subsequently identified additional vacant lots throughout the neighborhood, as well as buildings that are occupied but are at risk of becoming blighted.

Streets and sidewalks are in poor condition on many streets within the Hollow. This could be contributed to heavy usage due to high population density, as well as the historical lack of dedicated City Council support for the neighborhood to lobby for City services and improvements.

2. Housing Density

The density in population has become a drain on infrastructure in the Hollow. Many of the four- to six-family structures have no off-street parking. As a result, narrow streets become impassable to two-way traffic with on-street parking on both sides of the street.

3. Strategic Planning

The neighborhood has deteriorated, with no strategic effort to mitigate the deterioration. The Hollow Development Corporation was formed in the late 1990's as a means to stem the blight and organize the neighborhood. To a certain degree their efforts were successful, but did not have the overall impact originally envisioned. There is currently no plan that guides development in the Hollow, whether that development is private or public driven.

As a result of the lack of planning, property foreclosures and development activities are occurring without any community input. Two examples of this include the construction of a new school along the edge of the Hollow to replace and enlarge Webster School, and the foreclosure of the former Innovations Night Club. The new school location was determined by the School Building Committee and approved by City Council with little notice to the area residents. Over 140 households will be relocated, mostly out of a large apartment complex that dominates the new school site. Public opposition to the new school site is low due to public safety issues at the

apartment complex, but the ability to absorb those being relocated back into the Hollow is minimal due to the high number of blighted units. At the same time, the Innovations Night Club was regularly the location of many disturbances, and was eventually foreclosed on by HUD. HUD foreclosure policies allow non-profit organizations to bid on the property before it goes to a public sale. Non-profits in the Hollow were unaware of this policy, and thus were unable to obtain the property to ensure it would not continue to be a public disturbance.

The Bridgeport Housing Authority (BHA) has its offices located in the Charles Greene Homes public housing complex, which is located within the Hollow. The BHA owns a number of properties in the Hollow for scattered site housing, some of which are vacant lots. The vacant lots are not consistently maintained, and contribute to the blight of the neighborhood. With BHA being one of the larger property owners in the Hollow, they need to be active participants in working with the Hollow residents to redevelop the neighborhood.

B. Social Issues

1. Youth Recreation and Programs

The Hollow's Nanny Goat Park serves as the main recreation location for all children. The park does not have areas for the older children and younger children to play separately, or a locking fence to keep out trespassers at night. There are no lights for evening activities, in keeping with the standard City policy of all parks closing at dusk. There is a need for additional outdoor recreational space.

After-school programs are limited to the Board of Education Lighthouse program at Columbus and Webster schools, and a program at St. Raphael School. The program at Columbus School has a waiting list. The North End Boys & Girls Club and Cardinal Shehan Center both offer after-school programs for a fee, and although within walking distance, are located just outside the Hollow neighborhood. Evening, Saturday and summer programs for youth are limited to the two clubs. The Lighthouse program previously had a youth jobs component for the older children, but funds for that program have been eliminated.

2. Community Interaction

There is minimal interaction amongst residents of the Hollow unless they actively participate in a local place of worship, belong to one of the two ethnic social clubs, or have school-aged children and participate in school activities. The schools have attempted to engage parents in a variety of ways, with varying degrees of success. There are few other venues for residents to get to know their neighbors.

3. Landlord/Tenant Assistance and Education

There are many senior citizens living in the Hollow that own their homes and cannot afford to maintain their property. To ensure properties are maintained and do not become hazardous, assistance must be provided to assist these elderly homeowners. This assistance includes funding for the improvements and a list of qualified local professionals to do the work.

Landlord-tenant relations in every community can be tenuous. With a high percentage of renters, such as the Hollow, it is expected that communication of responsibilities for both landlords and renters could be improved.

C. Image/Public Safety

1. Police Department

There is a general misunderstanding of how the Police Department works throughout the City. This, coupled with relatively little positive interaction between patrol officers and residents over the last five or so years since Community Policing was disbanded, has led to a sense of wariness between the community and police. One consistently positive interaction that occurs with Police is through the DARE program for 5th graders. In order for the Police to be effective, they need to hear from residents when something is happening. Residents must be confident their telephone calls to the police are confidential and they can remain anonymous. In addition, the Police need as much detail as possible from those placing a call.

2. Community Services division of Police Department

The Community Services division has a number of programs that are designed to improve neighborhood safety, including Light the Night and Neighborhood Watches. There are no Neighborhood Watch programs established in the Hollow.

During the mid-1990's the Police Department established Community Police Patrols, and dedicated a Police Officer Sector Terminal (POST) in the Hollow. This successful program developed a high level of trust between residents, businesses and the police. Unfortunately the POST and the Community Police Patrols were disbanded by the year 2000. As a result, the lack of contact between police and residents has created an atmosphere of distrust. This situation is magnified because the Greene Homes public housing complex is located in the Hollow and has a high crime rate which overflows onto nearby blocks.

3. Home Environment

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Parents have a challenging job raising children. When the parents work outside the home additional constraints are placed upon the family. Since the home environment is critical to the success of the child, a variety of support should be provided to the parents. Teachers and school counselors support and assist children on a daily basis, but these efforts must be complimented by parental involvement in order to provide each child with the best opportunity to succeed.

4. Other Opportunities

Certain non-profit organizations are involved with youth and public safety, namely RYASAP (Regional Youth/Adult Substance Abuse Program). RYASAP is working with the Police Department to obtain a grant to connect youth to the neighborhood, plus they offer an annual Youth Leadership program for high school students. Additional opportunities, agencies and programs need to be identified.

D. Business Analysis and Issues

A total of 258 businesses are in the Hollow, and sit upon 317 different parcels of land (1513 parcels exist within the Hollow NRZ boundaries), including the Bridgeport Housing Authority, State of Connecticut, Catholic Diocese of Bridgeport and City of Bridgeport. Of all the landowners in the Hollow NRZ area, the top ten assessed property owners account for 30% of the grand list for this area. Seven of these ten property owners are tax-exempt, including the Bridgeport Housing Authority, State of Connecticut, Bridgeport Catholic Diocese and City of Bridgeport.

There are a number of business clusters within the Hollow NRZ. There are 38 Automotive; 27 places of worship; 27 Food Markets; 19 Restaurants; 28 Retail shops; 17 Beauty Salons; 13 Food (take-out); 10 Construction businesses and 9 Building supply stores.

Thirty businesses were surveyed. Surprisingly, real estate and personal property taxes were not an issue. This could be due to property depreciation as a result of the businesses having been established for some time. Most see the Hollow neighborhood as generally improving. Many of the businesses are located in the Hollow because that is where their customer base was located when they started. That customer base may have physically moved, particularly if it is ethnic based, but the businesses remain and are thriving. In addition, despite the large number of markets in the Hollow, residents have not voiced complaints to the police about loitering or sales to minors.

Issues that were voiced included the lack of available parking and traffic enforcement. Along nearly every street in the Hollow, on-street parking is at a premium. This is the case at any point during the day or evening, weekday or weekend. As a result, many of the businesses face difficulties with customer parking unless they have ample off-street spaces, which is typically not the case. Deliveries to businesses are also tricky due to the on-street parking congestion. Trucks needing a wide turning radius around intersections or to back into a business to unload are challenged by the parking congestion. Add to this double-parking by the delivery trucks, which reduces traffic flow to one, often very narrow, lane.

In addition to the parking congestion, traffic consistently ignores stop signs and speed limits. Pedestrians crossing any street are at risk, especially around the schools.

Survey results can be found in Appendix E, while a listing of businesses is found in Appendix F.

IV. VISION and GOALS

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The NRZ Planning Committee devised the following vision and goals to address the issues previously mentioned.

Hollow Vision Statement:

To improve the quality of life in the Hollow neighborhood by enhancing the physical, social, cultural, educational and economic opportunities.

Goal 1: *Improve the physical condition of neighborhood properties by developing programs and strategies to eliminate blight and barriers to reinvestment.*

Goal 2: *Improve the relationship between the community and law enforcement, and reduce crime.*

Goal 3: *For Hollow parents to: be more aware of the resources available to them in the area; become more engaged in their community; know what their children are doing; and be encouraged to provide a positive home environment.*

Goal 4: *For Hollow youth to be highly educated, motivated, actively involved in their community, be leaders themselves and have greater economic opportunities.*

Goal 5: *Provide family oriented activities and recreation for children and youth.*

Goal 6: *Provide additional and more varied training programs to the Hollow neighborhood.*

Goal 7: *Improve and promote the physical health of Hollow residents.*

Goal 8: *Empower the Community with the Ability to Impact Change*

Goal 9: *Change the Perception of the Hollow*

V. SHORT-TERM and LONG-TERM OBJECTIVES and STRATEGIES

Objectives for each goal are outlined below, and broken down into Short-Term and Long-Term. Short-Term objectives are anticipated to begin within 18 months of the NRZ Implementation Committee being appointed. Long-Term objectives are those that will begin no less than 18 months from the NRZ Implementation Committee being appointed.

This is a working document. Outcomes and performance measures, e.g. number of individuals served within a specified timeframe, must be established in order to adequately assess the success of this plan. As the NRZ Implementation Committee begins its work of implementing this plan, it will, in concert with organizations that will provide the services, further refine each of the objectives.

Goal 1: *Improve the physical condition of neighborhood properties by developing programs and strategies to eliminate blight and barriers to reinvestment.*

Goal 1: SHORT-TERM

Objective	Entities to Be Involved
1. Coordinate site design of new school to meet educational, health, recreational and green space needs of the community.	School Building Committee, Hollow Development Corporation
2. Identify strategic re-use of non-conforming lots. I.e. parking sites; expansions to lot size for existing commercial/residential development; priorities given to tax generating uses.	Hollow Development Corporation
3. Eliminate blight by eliminating deteriorated properties for housing and compatible related use, in a timely fashion.	City of Bridgeport, Hollow Development Corporation
4. Develop strategies to fund acquisition in support of Hollow development goals.	City of Bridgeport, Hollow Development Corporation
5. Develop funding resources in coordination with Central Grants Office, legislators and councilpersons, as applicable.	City of Bridgeport, Hollow Development Corporation
6. Monitor the City's zoning applications to ensure adherence to this plan, namely off-street parking requirements, setbacks and landscaping requirements.	Hollow Development Corporation
7. Coordinate neighborhood clean-ups with residents.	Hollow Development Corporation
8. Collaborate with private developers to rehabilitate blighted structures.	Hollow Development Corporation, City of Bridgeport

Goal 1: SHORT-TERM, continued

Property Re-Use Strategy

The NRZ Planning Committee determined that in order to not increase the population density and conquer on-street parking congestion, a strategy must be defined to re-use abandoned or vacant properties.

For every property in question, the re-use of that property must be determined in concert with the situation on that block. The primary goal is to ensure off-street parking, with the secondary goal of providing low-density (1-2 family) housing with homeownership, and off-street parking.

Abandoned buildings, no matter their most recent use, that are on primarily residential streets or blocks, shall be put into re-use as residential to retain the character of the street or block. The same shall pertain to buildings on primarily commercial streets or blocks; they shall be put into re-use as commercial to retain that character. This strategy works toward separating residential and commercial uses that are incompatible. Zone changes shall be discouraged that do not support this strategy.

Vacant lots, when large enough to erect a building without the necessity of zoning waivers, are encouraged for one- or two-family homeownership housing with off-street parking. If the vacant lot is too small, or the need for off-street parking great, then it should be utilized as off-street parking for adjacent properties.

Appendix G outlines the 143 properties that have been identified as vacant lots, abandoned buildings, or at-risk buildings. Most of the properties have re-uses listed, as proposed by the NRZ Planning Committee. One of the barriers to redeveloping these properties is that the owners have either walked away from the properties, resulting in tax liens accruing, or they have no incentive to improve the site or relinquish control. By identifying each abandoned and vacant property within this redevelopment plan, the City is being empowered to invoke eminent domain as necessary through the proper procedures. This allows the City to obtain title to the property, then have it rehabilitated or developed according to this plan rather than have it continue as a blighting influence on the neighborhood.

Properties should be acquired first along the gateway corridors of Madison Avenue, Harral Avenue and Pequonnock Street. This works in concert with the priority areas for infrastructure improvements. Secondly, properties should be acquired along blocks with a high concentration of blight or vacant lots. This area would roughly include the blocks bounded by Madison, Harral, Park and Washington Avenues, but may include other scattered blocks in the Hollow as well.

The NRZ process allows for the receivership of rents in cases where a property is in violation of state or local codes and regulations. In other words, receivership entails court action that allows a designated entity, other than the property owner, to receive monthly rental income from occupants of a deteriorated property, and apply that rental income toward improvements to the property that bring it into compliance with state and local codes and regulations. This may be an appropriate avenue to take with those properties identified in Appendix G that are at-risk.

Goal 1: SHORT-TERM, continued

Infrastructure Improvement Strategy

Sidewalks

Many blocks throughout the Hollow need new sidewalks. Many are broken and uneven, or are asphalt. Very few intersections or bus stops have handicap ramps.

Sidewalks should first be replaced along the internal corridors of Madison Avenue, Harral Avenue, the block along Frank Street where the bus route is, Pequonnock Street and Coleman Street. After those are completed, then the perimeter streets and all internal streets should be addressed, on a need basis. Every bus stop and intersection should be made handicap accessible according to ADA standards.

Note that the corridors proposed for ornamental lighting should also have partial brick sidewalks to compliment the lights.

Streets

The streets are in average condition. As with lighting and sidewalks, the primary focus for street repaving should be the internal corridors.

Additional stripes on the streets may improve the on-street parking congestion, and assist with parking enforcement.

Traffic

A traffic subcommittee of the Hollow Development Corporation shall be established to work with a variety of City departments (Engineering, Public Facilities, Police) to properly assess the traffic issues of the Hollow NRZ. It is envisioned that the Hollow will be broken into sections, and each section will be thoroughly assessed to determine the traffic patterns at all times of the day, existing street signage, on-street parking demands at various times of the day, etcetera. With a thorough understanding of the existing usage and problems, proper solutions will be posed. By teaming residents, stakeholders and businesses with City staff to conduct the assessment and propose solutions, all parties will be invested in the solutions, which ensures smoother and quicker implementation of those solutions.

Traffic is often thought of as the cars traveling around and through the Hollow. What are often ignored are the school buses, fire trucks, ambulances and delivery trucks of various sizes. These vehicles are regular users of Hollow streets, and have very different traveling needs than a car: wider travel lanes and wider turning radius at intersections. These needs must be included in the traffic assessment.

Alternate-side of the street parking must also be explored. This ordinance is in effect during snow storms, and must be reviewed to determine its effectiveness and where the cars go. This may be a year-round solution to relieve street congestion.

Parks

Nanny Goat Park and Russo Park are the only two parks located within the Hollow NRZ boundaries. Russo Park was established as a temporary park, built on private land, that would remain as a passive park until such time as the owner found a developer for the site. Zoning approvals are currently being obtained for a chain pharmacy to be built on a portion of Russo Park.

Goal 1: SHORT-TERM, continued

Nanny Goat Park is the only active recreational park within the Hollow, and is located within a few blocks of four schools. The Cape Verdean Association has proposed to adopt the park, and would maintain the park and install lighting and a lockable gate. This concept should be explored with the Parks Commission.

Goal 1: LONG-TERM

Objective	Entities to Be Involved
1. Develop homeownership strategies aimed at not increasing density.	City of Bridgeport, Hollow Development Corporation
2. Provide replacement housing to retain Hollow properties. I.e. school dislocations.	City of Bridgeport, Hollow Development Corporation, For-Profit Developers, Not-For-Profit Developers
3. Develop programs and leverage resources to replace sidewalks/curbs/infrastructure/lighting.	City of Bridgeport, Hollow Development Corporation
4. Educate business regarding how to access tax incentives and local /state/federal programs (i.e. Grow Bridgeport Fund), and provide technical assistance with regard given to retention, expansion or site improvements.	City of Bridgeport, Hollow Development Corporation, LISC, NDC
5. Develop capacity in non-profit organizations within the Hollow who are interested in rehabilitating structures.	City of Bridgeport, LISC, Hollow Development Corporation
6. Relocate appropriate businesses out of the residential areas of the Hollow to more adequate surroundings, allowing them proper space for expansion.	Hollow Development Corporation, City of Bridgeport, Bridgeport Economic Resource Center

Infrastructure Improvement Strategy

Lighting

Street lighting must be assessed, particularly around each of the schools. A variety of improvements could be made, including the addition of more lights and changing the type of light or angle it shines at to improve visibility. Tree trimming is also an issue to be addressed during this assessment.

United Illuminating conducted a lighting assessment of Nanny Goat Park during July, 2004, and recommended the addition of two floodlights and trimming of trees.

Hollow perimeter streets (Park Avenue, North Avenue, Main Street and Washington Avenue) and internal corridors (Pequonnock Street, Madison Avenue, Harral Avenue, Coleman Street) are primary travel routes, and as such should be identified with ornamental lighting.

Goal 2: Improve the relationship between the community and law enforcement, and reduce crime.

Goal 2: SHORT-TERM

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Objective	Entities to Be Involved
1. Provide information on Neighborhood Watches, and various other programs, to the community through various forums.	Police Department, Hollow Development Corporation, Social Clubs, Schools, Churches
2. Increase interaction between patrol officers and the community. Officers should actively participate in all critical community-based meetings (i.e. social clubs, school organizations, neighborhood groups, etc.).	Police Department, Hollow Development Corporation, Social Clubs, Schools, Churches
3. Expand the DARE program to children in other grades; or establish an appropriate program with similar goals.	Police Department, Board of Education

Goal 2: LONG-TERM

Objective	Entities to Be Involved
1. Implement additional walking police patrols, including a reintroduction to the concepts, principles and practices of Community Policing. A Police Officer Sector Terminal (POST) must be reestablished to support this effort.	Police Department, Hollow Development Corporation, City of Bridgeport
2. Offer various programs for the community to learn about police barriers in community (i.e. Citizen's Police Academy). These programs should be aimed at eliminating misunderstanding and developing trust.	Police Department, Hollow Development Corporation, Churches

Goal 3: For Hollow parents to: be more aware of the resources available to them in the area; become more engaged in their community; know what their children are doing; and be encouraged to provide a positive home environment.

Goal 3: SHORT-TERM

Objective	Entities to Be Involved
1. Advertise resources that are available to parents through outreach, neighborhood institutions, grass roots efforts, personal contact, the United Way supported program of 211, and preparation of a Resource Directory.	City of Bridgeport, Hollow Development Corporation, Service Providers, Churches, Schools
2. Engage parents through the school PTA/PTO to provide topic-specific resource workshops (i.e. workshops on how to get out of a rental apartment and become a homeowner, or how to safe-proof your home).	Hollow Development Corporation, Service Providers, Schools
3. Teach parents various skills to be better parents. This includes information on what makes up a positive home environment, and family sponsorships.	Hollow Development Corporation, Service Providers, Schools, Churches
4. Provide feedback on where community resources should be focused. This requires the efforts of school personnel such as teachers, counselors, psychologists and home-school counselors in identifying the families with needs, coordinating that information, and connecting families with the appropriate services confidentially.	Hollow Development Corporation, Service Providers, Schools
5. Involve a variety of service agencies, including DCF, with the identification of needs and provision of services so as to coordinate services more effectively and efficiently.	Hollow Development Corporation, Service Providers

Goal 3: LONG-TERM

Objective	Entities to Be Involved
1. Improve parenting skills through meetings and workshops in conjunction with schools, churches and universities.	Hollow Development Corporation, Service Providers, Schools, Churches, Universities
2. Focus on ethnic diversity and what each group needs to be safe and become involved in their community.	Hollow Development Corporation, Social Clubs, Churches, Police Department

Goal 4: For Hollow youth to be highly educated, motivated, actively involved in their community, be leaders 17 themselves and have greater economic opportunities.

Goal 4: SHORT-TERM

Objective	Entities to Be Involved
1. Provide improved access to the public library, perhaps through a bookmobile.	Bridgeport Public Library, Hollow Development Corporation
2. Provide more job fairs, for all ages of children.	Hollow Development Corporation, Business Community, Career Resources, BRBC, HCC, Churches
3. Improve the relationship between youth and police.	Police Department, Schools
4. Work with parents to encourage children to achieve.	Schools, Churches, Hollow Development Corporation, Churches
5. Institute an Adopt-A-Grandparent and Big Brother/Big Sister program.	Hollow Development Corporation, Schools, Big Brother/Big Sister, Department of Aging, Churches
6. Continue, and expand, Junior Achievement in the schools.	Schools, Junior Achievement
7. Promote those children who have achieved goals or are doing well in their classes, both in school and at home.	Schools, Hollow Development Corporation, Churches
8. Involve youth oriented agencies, such as RYASAP, in the Hollow to assist with identification of youth needs and provision of services.	Schools, Hollow Development Corporation, Youth Service Agencies

Goal 4: LONG-TERM

Objective	Entities to Be Involved
1. Provide opportunities to cultivate young leaders, utilizing exposure to role models and mentors. The Board of Education's Volunteer and Community Services arranges mentors for children in grades 3 through 8, and must be more engaged in the Hollow. Businesses should be active and visible in the schools to introduce youth to the myriad of opportunities.	Schools, Board of Education, Business Community, Hollow Development Corporation, Service Providers, Churches
2. Keep youth engaged in sports and various activities.	Schools, Hollow Development Corporation, Youth Service Providers
3. Reinststitute the Saturday Academy, a type of "after-school" program.	Schools, Youth Service Providers
4. Provide support and financial assistance for youth to attend college.	Schools, Hollow Development Corporation, Churches, CDC's, Business Community

Goal 5: Provide family oriented activities and recreation for children and youth.

Goal 5: SHORT-TERM

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Objective	Entities to Be Involved
1. Re-develop/improve Nanny Goat Park: separate activity areas for older children and younger children; provide supervision; clean up the park; have lights for night recreation.	Parks Department, Hollow Development Corporation, Churches
2. Coordinate programs amongst the schools, Boys & Girls Club and Cardinal Shehan Center to ensure provision of adequate recreation and other programs for Hollow youth.	Hollow Development Corporation, Youth Recreation/Service Providers, Schools
3. Coordinate block parties for neighbors to meet each other.	Hollow Development Corporation, Churches, BHA

Goal 5: LONG-TERM

Objective	Entities to Be Involved
1. Reinstigate an evening youth recreation program (until 9 p.m.) for 5 th grade and up.	Schools, Youth Service Providers
2. Reinstigate a youth jobs/internship program.	Schools, Youth Service Providers, Career Resources, Churches
3. Provide financial education to youth.	Schools, Churches, Youth Service Providers
4. Improve and expand the existing summer basketball league.	Youth Service Providers
5. Provide a multi-purpose facility where a variety of recreation and educational programs can be held for youth and adults, which includes a fitness center. The new Webster School, Russo Park and the Wheeler Center were identified as potential locations for this facility to be based.	Hollow Development Corporation, City of Bridgeport Churches

Goal 6: Provide additional and more varied training programs to the Hollow neighborhood.

Goal 6: SHORT-TERM

Objective	Entities to Be Involved
1. Provide English-as-a-Second Language classes.	Board of Education, Hollow Development Corporation
2. Provide G.E.D. classes.	Board of Education, Hollow Development Corporation

Columbus School Family Resource Center

An effort is currently underway to open a Family Resource Center at the Wheeler Center for Columbus School students and their families. The Resource Center may provide services such as tutoring, GED, adult education and parent workshops.

Goal 6: LONG-TERM

Objective	Entities to Be Involved
1. Assist those coming out of prison, especially youth, to get jobs, training and assistance in re-entering the community.	State of Connecticut, Service Providers
2. Provide parenting classes.	Service Providers, Churches, Schools, Social Clubs
3. Provide financial education.	Service Providers, Churches, Schools, Social Clubs
4. Provide homeownership and home maintenance programs.	Service Providers, Churches, Schools, Social Clubs
5. Teach health-related workshops.	Service Providers, Churches, Schools, Social Clubs
6. Provide childcare for parents to attend classes and workshops.	Service Providers, Churches, Schools, Social Clubs
7. Provide adults with computer and technology classes.	Service Providers, Churches, Schools, Social Clubs
8. Distribute information outlining the responsibilities of landlords and tenants, along with telephone numbers of agencies who may be of assistance.	City of Bridgeport, Hollow Development Corporation
9. Involve a variety of service agencies, including DCF, with the identification of needs and provision of services so as to coordinate services more effectively and efficiently.	Hollow Development Corporation, Service Providers

Goal 7: Improve and promote the physical health of Hollow residents.

Goal 7: SHORT-TERM

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Objective	Entities to Be Involved
1. Advertise those markets within the Hollow that currently sell fresh produce and foods.	Hollow Development Corporation, Retailers
2. Work with the Board of Education to improve student meals. Provide nutritional programs in the school.	Board of Education, Hollow Development Corporation, Health Department
3. Promote health services that are located in the Hollow.	Service Providers, Hollow Development Corporation
4. Provide improved access to services outside the Hollow, as well expand the hours of operation for those services within the Hollow.	Service Providers, Hollow Development Corporation, GBTA

Americares and Bridgeport Community Health Care Center

Both of these organizations are looking to open clinics within the Hollow. Americares is planning on opening a clinic for adults without health insurance in the Wheeler Center, while BCHCC is working with Mount Aery Baptist Church to open a clinic in the Hollow as well. Both programs are needed in the Hollow, and must have support to get State of Connecticut approval to open.

Goal 7: LONG-TERM

Objective	Entities to Be Involved
1. Recruit a health food store to the Hollow.	Hollow Development Corporation, Business Community
2. Provide a fitness center.	Hollow Development Corporation
3. Recruit health clinics and specialized services to the Hollow that may be difficult to access elsewhere.	Hollow Development Corporation, Health Department, Service Providers

Lead Program

Bridgeport Lead Free Families (BLFF) is a comprehensive approach to create lead safe neighborhoods, healthy children and families, and community partnerships that will elevate the awareness of lead poisoning. In October of 2004, the City was awarded a \$3 million grant from the Department of Housing and Urban Development to implement an intervention and preventive program to reduce lead hazards for low and very low-income children, age 6 and under, in targeted neighborhoods throughout Bridgeport. The BLFF Program has targeted five neighborhoods with high poverty rates, increased incidences of lead poisoning, and a majority of housing stock built prior to 1980. The Hollow neighborhood is one of the targeted neighborhoods.

The average year of housing construction in the target neighborhoods is 1948. Low and very low-income children are more likely to live in housing constructed prior to 1980, which would likely still contain lead-based paint. Manufacturing and selling lead-based paint was outlawed by 1980.

Goal 7: LONG-TERM, continued

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Children exposed to lead are subject to reduced IQs, learning disabilities, behavioral, speech and hearing problems. Most Medicaid eligible children living in Bridgeport have been screened at least once before age 2.5 years, but with the transient nature of the City's population, it is likely that poisoning may occur after the initial testing. The incidence of lead poisoning among Bridgeport children is three times the state average. In the target neighborhoods alone, nearly 70% of the children tested had blood levels of 10ug/dl or greater. Landlords must legally abate households units where a lead poisoned child at 20 ug/dl or greater is found, but work is seldom done in units when lower lead levels occur.

The program will utilize community outreach, lead screenings, education to families and their landlords, risk assessments, and low-cost interim controls and abatement to reduce the impact of lead in the City's children. The overarching goals are to protect children with lower blood lead levels (10 to 19ug/dl) before more serious poisoning occurs, identify and treat children with levels of 20 ug/dl and above, and prevent exposure to children occupying the same housing units in the future. In a 3-year period, BLFF will create 275 lead safe housing units throughout the City.

The City's Lead Program Manager will work closely with the Hollow Community Development Corporation to identify properties and owners in need of the programs, resources and services. Lead screenings will be scheduled at the local schools, churches and social agencies that serve the Hollow neighborhood, and special attention will be given to the diverse cultures within the neighborhood to educate everyone about the threats of lead.

Goal 8: Empower the Community with the Ability to Impact Change

Goal 8: SHORT-TERM

Objective	Entities to Be Involved
1. Re-energize the Hollow Development Corporation (HDC). --Engage, recruit and broaden the --Obtain technical assistance to build capacity within the organization --Train board members on what the position entails. --Establish a better relationship with the City. --Establish a standing committee of the HDC that monitors all zoning applications and their impact on the neighborhood. This committee should petition the Zoning office to receive monthly agendas of the Planning & Zoning Commission and Zoning Board of Appeals.	Hollow Development Corporation, City of Bridgeport, LISC
2. Identify and engage partners (for-profit and not-for-profit) and resources whose mission and goals adhere to this NRZ plan.	Hollow Development Corporation, City of Bridgeport, Churches

Goal 8: LONG-TERM

Objective	Entities to Be Involved
1. Engage residents in the active development of housing and other projects within the Hollow.	Hollow Development Corporation, Churches

Goal 9: Change the Perception of the Hollow

Goal 9: SHORT-TERM

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Objective	Entities to Be Involved
1. Include Greene Homes residents in neighborhood activities so as to mentally erase the "boundary" between the housing project and the Hollow.	BHA, Hollow Development Corporation, Churches
2. Create a brochure of Hollow restaurants. The Hollow Development Corporation designed a brochure some years ago, this needs to be reviewed and updated.	Hollow Development Corporation, Business Community
3. Discuss the Hollow name and whether a name change is appropriate.	Hollow Development Corporation

Goal 9: LONG-TERM

Objective	Entities to Be Involved
1. Market the physical changes and improvements that are occurring to showcase a new, improved and safe Hollow.	Hollow Development Corporation
2. Promote changes through photos, newsletters, newspaper articles and banners.	Hollow Development Corporation

Miscellaneous Improvements

SHORT-TERM 24

New School

Webster School is being replaced by a new and larger school, to be located on the block where Chestnut Gardens currently sits. The new school site is dislocating approximately 6 homeowners, 145 rental households, and 4 businesses. Two individuals from the community have been added to the School Design Committee for this particular school. Naming of the school should include input from those within the new school district and the surrounding neighborhoods. Discussions have already begun between the Board of Education, Planning Department and Library regarding the potential for an addition onto the school media center/library to accommodate adult books and allow the neighborhood public access to the library. Representatives of the Board of Education have expressed a desire to allow the community use of the soccer and baseball fields, as long as the building and grounds do not get vandalized.

Ethnic and Cultural Diversity

A factor that must not be overlooked is the variety of ethnicities and cultures that exist in the Hollow. The variety of mostly Hispanic cultures in the Hollow cultivates mini-neighborhoods that are difficult for outsiders to permeate, aside from any language barriers. The social clubs must be engaged to reach out to their communities to ensure those residents have the same opportunity to participate in any program that is offered to the Hollow.

LONG-TERM

Façade / Storefront Improvements

Many business storefronts are dilapidated or unattractive for various reasons. A loan fund could be established that would encourage stores to improve their facades/storefronts and related signage.

Customer Service Improvements

Some retail businesses lack the basics for proper customer service: cleanliness and friendly staff. In addition, certain commerce or health regulations are ignored, such as smoking behind the counter or breaking cigarette packs to sell cigarettes singly. A constructive way to improve these situations must be developed.

Residential Property Improvements

Many residential properties are in adequate condition, but benefit from a fence or a new coat of paint. Or perhaps an unused back yard for a multi-family building could be paved for off-street parking. A loan or grant fund should be established for residential property owners to make exterior improvements that enhance the appearance of the property, or to create much needed off-street parking.

VI. REGULATORY ISSUES

A. Master Plan

Bridgeport's Master Plan of Development was last revised in 1996. The Existing Land Use Map shows the Hollow as being predominantly residential, Residential 2 being the most prominent, with General Business sprinkled throughout. In addition there are a number of Public Buildings/Institutional and Vacant/Open Space uses scattered throughout the Hollow. This concurs with the parcel survey conducted for this plan.

The Master Plan's Future Land Use Plan indicates that Residential 2, equivalent to the two- to three-family Residential-B designation within the zoning regulations, remain as the predominant land use in the Hollow. A limited amount of Residential 3, four + family uses, is indicated in the areas currently occupied by the Charles F. Greene Homes and the Chestnut Gardens complex along Chestnut Street. General Business land uses are indicated along the perimeter of the neighborhood, while a Mixed Use designation in the northern section corresponds to the current Mixed Use Perimeter zoning designation.

The goal of the Master Plan is establish a direction for future development to occur. Unfortunately, the two land use commissions haven't placed much credence in this document and generally disregard it. The Master Plan is currently undergoing a minor update, which includes members of the Planning & Zoning Commission on the update team. The update will attempt to better coordinate the Master Plan with the zoning regulations, and bring to light the importance and purpose of the document.

B. Zoning

Current zoning designations (adopted in 1996) for the Hollow NRZ consists of the following, with "*" depicting the primary zones:

Residential-C *	(Four + Family residential)
Residential-B *	(Two-Family residential)
Residential-A	(Single-Family residential)
Office/Retail-Neighborhood	(development serving immediate neighborhood)
Office/Retail-General	(development serving city-wide)
Office/Retail-Regional	(development serving region)
Mixed Use Perimeter *	(mixed development between residential & commercial areas)
Downtown Mixed Use	(less dense version of DCB)
Downtown Central Business	(high density development in city's core)

Zoning designations previous to the 1996 Zoning Update included the following, with “*” depicting the primary zones:

C Residence	(Four + Family Residential)
B Residence *	(Two- and Three-Family Residential)
A Residence	(Single-Family residential; Parks)
Residence Apartment	(4+ units/building; centrally heated)
Garden Apartment	(4+ units/building; individually heated)
Business Number 1 *	(retail/service serving a larger population
Business Number 2	than the adjacent neighborhood)
Light Industrial	

The updated zoning, seen by the asterisks, changed the Hollow from being zoned primarily as Business Number 1 to being primarily Residential-C. The fundamental difference here is recognition of the dominance of housing over non-residential land uses. This paves the way for a slow change in the neighborhood to become more residential as business land uses cease.

One of the issues with the zoning update is that minimum building lot sizes were increased. This made nearly all of the properties within the Hollow non-conforming. As a result, nearly all of the vacant lots are too small to build upon without obtaining a zoning waiver. This creates difficulty with determining the proper re-use of vacant lots.

Another obstacle is that the zoning regulations allow a structure to be built upon a non-conforming vacant lot, so long as the structure is similar in size to one that was previously on that lot, *and* the previous building was demolished less than eighteen months prior. Many of the vacant lots had structures on them, but few, if any, have been vacant for less than eighteen months.

Other zoning regulations that impede the goals of this plan include the number of parking spaces per residential unit, and the building set-backs. The regulations currently require 1.5 parking spaces per residential unit. Today’s society typically has two cars or more per household. In a six-family house that is grandfathered into the regulations and has no off-street parking, this puts no fewer than twelve vehicles on the street. Those twelve vehicles will take up the on-street or curb parking spaces in front of four to five houses.

Building set-backs for a side lot in an R-C zone are currently set at 10 feet minimum or 40% of the building height. For example, a 30’ wide building set on a 50’ wide lot would require the building to be located exactly in the middle of the lot, with 10’ on either side. This would pose a strain on getting a driveway along the side of the house as the driveway would literally extend from the side of the house to the property line, where there is most likely a fence. The driveway would then be limited to small vehicles, and would prohibit large cars or trucks from utilizing the off-street parking. Waivers of these side lot set-backs, allowing the building to be off-center so as to create a standard 12’ wide driveway would

be appropriate. Being that many of the lots in the Hollow are less than 50' wide, the hardship for creating a driveway is that much greater. This also impacts landscaping requirements in the zoning regulations as they may have to be reduced to accommodate a driveway.

An effort must be made to work with developers and the land use commissions to stress the importance of off-street parking for every property. This can be accomplished in a number of ways. These options are not regulatory in nature, and therefore should be a focus of the Hollow CDC:

- Work with the City's zoning office to require that all zoning applications within the Hollow neighborhood must obtain a letter of recommendation from the Hollow CDC, much like applications within certain areas must be submitted to the Harbor Commission for their letter of recommendation. This would allow the CDC to review zoning applications for any construction projects (additions to existing structures or newly built structures) and make a recommendation based upon whether the project conforms to this plan or not.
- The Hollow CDC can lobby the land use commissions asking them not to allow any variances for off-street parking. This stance can be adopted through a policy of the ZBA, or through the P&Z adopting a regulation to that effect.
- Properties that have un-utilized or under-utilized rear yards or garages should prompt a discussion with the property owner to explore options for better utilization of the space to allow off-street parking. This could include paving the rear yard for parking, opening up the garage for use by the occupants, or demolishing the garage to allow for surface parking.
- In the event there isn't enough side yard for either of two adjacent properties to create their own driveway, a reciprocal easement with the two properties would allow for one driveway along the property line that serves both properties. Parking in the rear of both properties could then be accessed by the common driveway.
- Vacant lots that are best utilized for off-street parking are sprinkled through the neighborhood. Property owners with no off-street parking on congested streets should be approached to purchase a vacant lot for use of off-street parking for their tenants. Zoning regulations require that parking be located within 500' of the front entrance, and many lots would be within that distance. There may be some lots that exceed that distance, but are still along the same block, which should seek zoning waivers.
- Properties that are undergoing rehabilitation, but no additions, only need a building permit, they do not need to appear before the Planning & Zoning Commission. Therefore, the Hollow CDC should also develop a relationship with the Building Department so as to be aware of building rehab projects. This will allow the CDC to contact the developer to discuss ways of improving the site with off-street parking.

It must be kept in mind that the Hollow is part of a larger city, and land use decisions made by zoning officials and the land use boards will be made as part of the larger context. To the extent possible, these officials are encouraged to refer to this plan and support its recommendations.

The community must also be aware that projects not conceived of at this time may be proposed in the future. This will require the neighborhood to review the merits of the proposal.

VII. Prioritized Objectives

The NRZ Planning Committee prioritized the Short-Term and Long-Term objectives and strategies into their top five priorities for each category. These will be the primary focus as the plan begins implementation.

SHORT-TERM Priorities

1. Eliminate blight by eliminating deteriorated properties for housing and compatible related use, in a timely fashion.
2. Monitor the City's zoning applications to ensure adherence to this plan, namely off-street parking requirements, setbacks and landscaping requirements.
3. Re-develop/improve Nanny Goat Park: separate activity areas for older children and younger children; provide supervision; clean up the park; have lights for night recreation.
4. Coordinate site design of new school to meet educational, health, recreational and green space needs of the community
5. Property Re-Use Strategy as outlined in detail in Section V, Goal 1.

LONG-TERM Priorities

1. Provide replacement housing to retain Hollow properties. I.e. school dislocations.
2. Residential Property Improvements
3. Provide a multi-purpose facility where a variety of recreation and educational programs can be held for youth and adults, which includes a fitness center. The new Webster School, Russo Park and the Wheeler Center were identified as potential locations for this facility to be based.
4. Implement additional walking police patrols, including a reintroduction to the concepts, principles and practices of Community Policing. A Police Officer Sector Terminal (POST) must be reestablished to support this effort.
5. Develop capacity in non-profit organizations within the Hollow who are interested in rehabilitating structures.

VIII. Action Plan

According to the state NRZ statute, this plan will be adopted as a City of Bridgeport ordinance, and that ordinance will establish an “ongoing” neighborhood revitalization zone plan implementation committee. The purpose of the NRZ Implementation Committee is to oversee implementation of the plan over the long term, and provide any necessary plan updates.

The NRZ Implementation Committee is required to submit reports on implementation of the plan twice in the first year after adoption, and once annually thereafter. These reports will be submitted to the Mayor, City Council, and State Office of Policy and Management.

It is the responsibility of the NRZ Implementation Committee to involve the appropriate agencies for each of the objectives and strategies that are being implemented. This committee will begin implementing the plan according to the priorities outlined in the previous section of this plan, and will update the priorities as necessary over time.

The NRZ Implementation Committee will function as a committee of the Hollow Development Corporation, much as the NRZ Planning Committee functioned. As such, the Implementation Committee will not only follow the state statute for NRZ’s, but the by-laws of the Hollow Development Corporation