

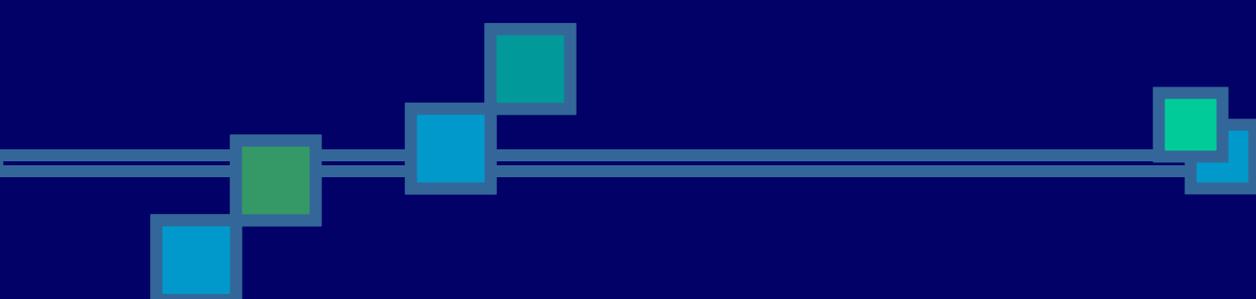
# Revitalizing Older Communities

Director, Office of Planning and Development  
City of Bridgeport, Connecticut  
April 6, 2006



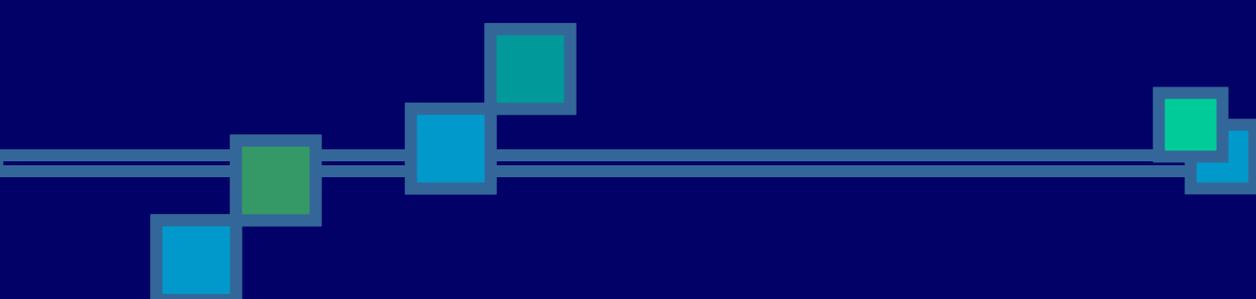
**How do you size up the challenge?**

**Reflections of working in three cities,  
one county, and two states over 30  
years and still able to tell about it**



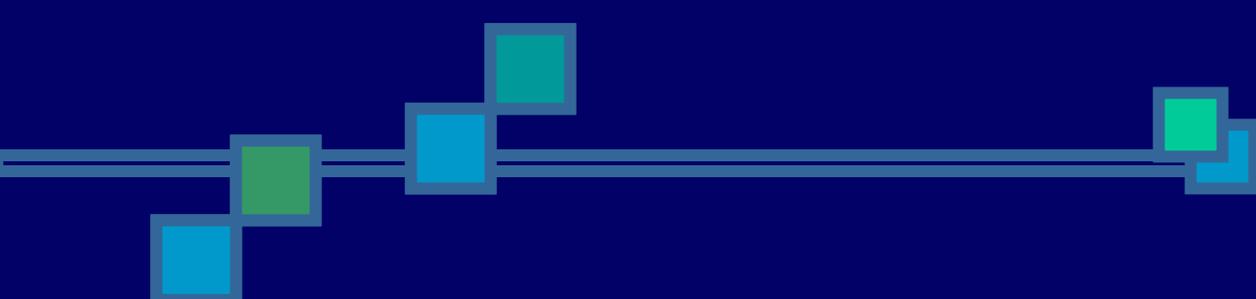
# Size up the Municipal Structure

- Term and power of the Executive Branch
    - 2 year or 4 year terms make a difference
    - Weak executive, strong boards- higher risk
    - Strong executive, departmental structure- less risk
  - Term and representation of the Legislative Branch
    - City-wide or district representation
    - Are the meetings televised and minutes available?
    - Do the terms run with the Executive or on off years?
    - Is the legislative staff full or part time?
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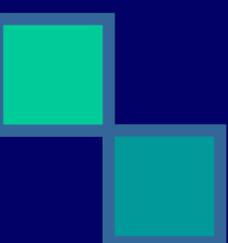


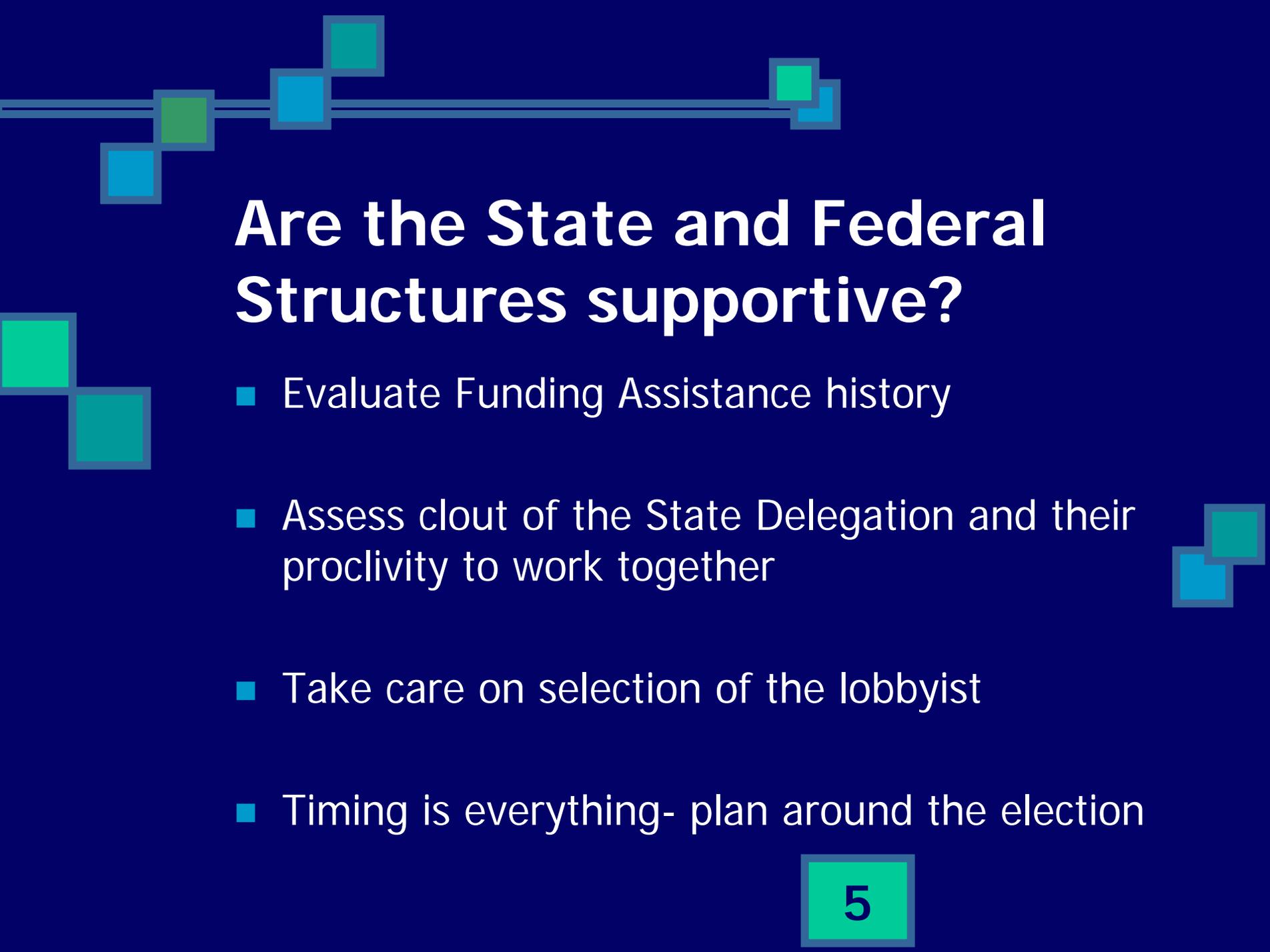
# What is the Ethical Climate?

- Are decisions transparent?
  - Does perception meet reality?
  - Is there full disclosure for all?
  - Do you have to pay to play?
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# Assess the Regional Structure

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- Only Connecticut and Alaska function without a County Structure
  - If there is a County Structure size up the County Executive and legislature before venturing too far
  - Research tax policy and development \$\$
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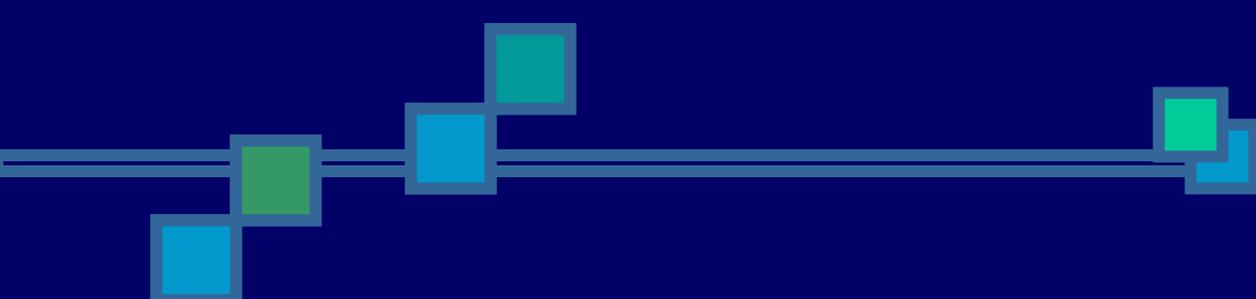
# Are the State and Federal Structures supportive?

- Evaluate Funding Assistance history
- Assess clout of the State Delegation and their proclivity to work together
- Take care on selection of the lobbyist
- Timing is everything- plan around the election



# Clearly define your Development Goal

- What do you want to do?
- What is needed?
- How does it fit into the existing plans and policies?
- Identify the stakeholders early and often.



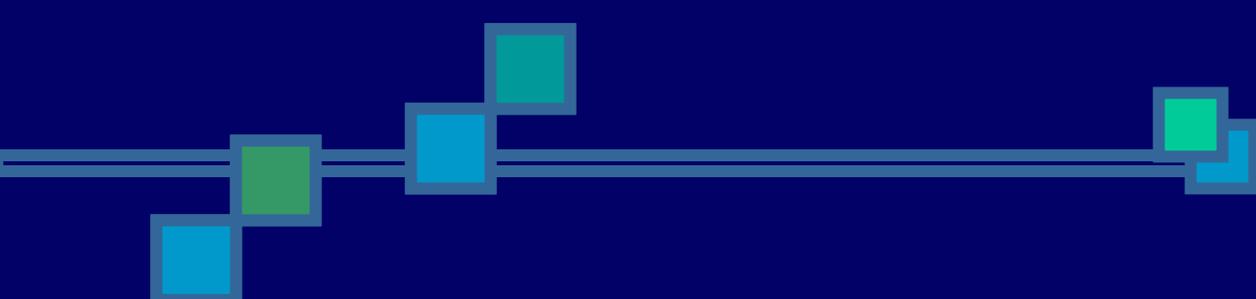
# Size up the municipality's land use policies and processes

- Master Plan and Zoning Map- how recent?
  - Neighborhood Plan- Find them and determine how they came about?
  - Zoning, Coastal Area Management, Historic processes, and design standards. Figure them out and then do it over again.
  - Historic Resources- older could mean good strong bones.
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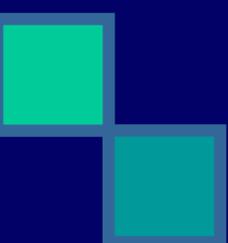


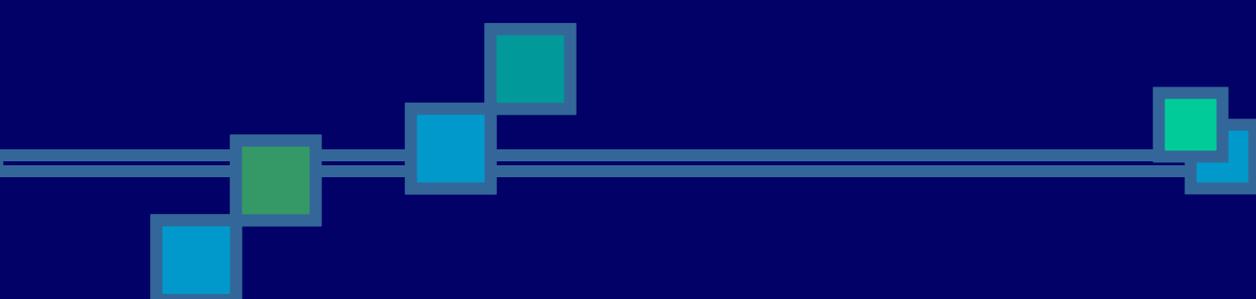
# Size up the Municipality's capacity to be your partner

- City's Bond Offering Statement - read the economic development section
- Check out the sanitary and storm facilities plan
- If there is confusion, partner with the Business Community and enlist the help of:
  - Urban Land Institute's Technical Advisory Services
  - Local Initiatives Support Corporation
  - The Enterprise Foundation



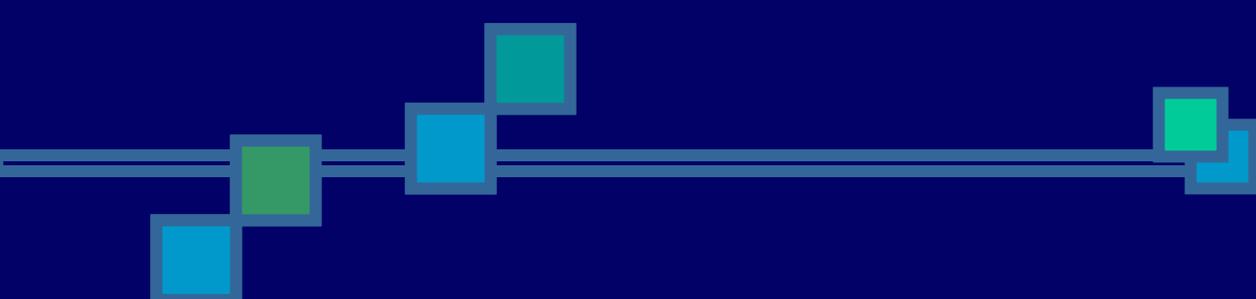
# Size up your current situation?

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- What is your professional capacity and that of the municipality?
  - What is the technological capacity?
  - Who will be watching the deadlines, minutes, and conditions?
  - Triple the time you need to deliver.
  - If it all pencils out, go for it.
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# Know the limitations of Older Communities

- A surprise lurks around every corner
  - The culture may be crabs in a basket
  - The infrastructure is the Achilles heel
  - Whatever you say and do, whenever you say it or do it, you must **ALWAYS** read well above the newspaper fold.
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# Older Communities are this Country's heritage

Treat them with kindness and respect!

Make sure you are equipped with patience!



You can make them better!