

REQUEST FOR QUALIFICATIONS

BRIDGEPORT INNOVATION PLACES

DEVELOPMENT OF AN INNOVATION PLACES MASTER PLAN & IMPLEMENTATION GRANT APPLICATION

This "Request for Qualifications" is an official notification for the need of Professional Services Consultant to provide consultant services for the Bridgeport Innovation Places Team. A submittal of qualifications does not guarantee that the firm will be contracted to perform any services but only serves notice to the Bridgeport Innovation Places Planning Team that the firm desires to be considered.

**Submission Deadline:
Tuesday, December 20, 2016 – 4:00PM**

**Address all Proposals to:
Mr. Edward Lavernoich
President
Bridgeport Economic Development Corporation
10 Middle Street
Bridgeport, Connecticut 06604**

The "Request for Qualifications" (RFQ) and any subsequent addendums and revisions are available at: All prospective proposers should continue to check the website for any changes to the RFQ.

I. Introduction

The Bridgeport Innovation Places Team (the “Bridgeport IP Team”) has been formed to position Bridgeport, Connecticut as one of the State of Connecticut’s hubs for research, entrepreneurship, emerging technologies and the creative economy. The Bridgeport IP Team applied for and was awarded an Innovation Places Planning Grant from CTNext, a subsidiary of Connecticut Innovations to develop an *Innovation Places Master Plan and Implementation Grant Application*. The Bridgeport IP Team, acting through its fiduciary, the Bridgeport Regional Business Foundation, is seeking to engage a professional consultant to assist in conducting a strategic planning process to discover and understand the relevant emerging conditions, risks and opportunities the City of Bridgeport faces; decide which capabilities the community needs; and to plan catalytic actions to build and leverage their capabilities to take advantage of those conditions, risks and opportunities. The strategic planning process should be guided by a similar method outlined in the book *Disrupted: A Strategy for Exponential Change* by Larry Quick and David Platt. The Bridgeport IP Team will direct this consultant, or consultants, to:

1. Research existing nodes of innovation within Bridgeport,
2. Facilitate outreach to community stakeholders,
3. Assess market dynamics, demographics and the business environment within the Greater Bridgeport Region and Southwestern Connecticut (Bridgeport-Norwalk-Stamford),
4. Hold working sessions with the Bridgeport IP Team to discern specific strategies and action items to catalyze an Innovation Place as defined by CTNext; and
5. Draft an Innovation Places Implementation Grant Application to CTNext.

II. Scope of Work

The consultant’s specific scope of work, as stated within the Bridgeport IP Team’s Planning Grant application, is as follows:

1. A planning process that engages, facilitates, connects and fosters collaboration among a diverse group of stakeholders around a common vision focused on the entrepreneurship and innovation economy within the community;
2. Encouragement of collaboration among higher education institutions, high quality entrepreneurship support organizations, cities, medical institutions, existing companies, start-up and growth stage businesses, researchers, and investors;
3. Identification of an aspirational goal for the community;

4. An analysis of the conditions, risks and opportunities the community faces and/or of which it can take advantage;
5. A description of the capabilities the community possesses relevant to the challenges and opportunities at hand
6. Identification of catalytic projects that will spur entrepreneurship and innovation within the community; and
7. Draft the Bridgeport IP Team's Innovation Places Implementation Grant Application for submittal to CTNext.

III. Area(s) of Interest

In its Planning Grant Application the Bridgeport IP Team identified a geographic area, which is outlined in Attachment 2. This area includes several nodes of innovation and potential entrepreneurship. These nodes include – but are not limited to:

- Downtown Bridgeport
- South End
- East Side
- East End

While the Innovation Place's target area is located within city limits, the Bridgeport IP Team recognizes the importance of leveraging regional assets and the expertise of stakeholders throughout the Region for the Plan's success and ultimate Innovation Place implementation. The Bridgeport IP Team will require the consultant to engage anchor businesses and Stage 2 companies to share ideas, talent and knowledge throughout the planning process. The IP Team Plan's will also require the Consultant to assess key assets and liabilities (i.e. livability, infrastructure, and economic outlook), as well as opportunities for regional cooperation and competitiveness.

IV. Additional Relevant Information & Documents

A copy of the Bridgeport Innovation Places Planning Grant application is attached.

More information on the CTNext Innovation Places program is available here: <http://ctnext.com/innovation-places/>

V. Schedule

The Consultant will craft the Innovation Places Master Plan and the Bridgeport IP Team's Innovation Places Implementation Grant. . Implementation Grant applications are due by April 1, 2017. However, the Planning Team fully intends to seek technical feedback from the CTNext Review Committee on a draft that will need to be submitted by March 1.

VI. Submission of Inquiries

Any questions concerning the scope of this project or requests for additional information, or any other questions should be directed in writing to Mr. Ed Lavernoich, President, Bridgeport Economic Development Corporation by e-mail at: lavernoich@brbc.org. Inquiries/Questions must be made by 4:00pm on Monday, December 12, 2016. No phone calls will be responded to regarding questions associated with this Request for Qualifications. Responses, if any, shall be in writing. Responses to any questions or requests for additional information shall be made by Friday, December 16, 2016. It is the responsibility of the consultant to check the website for updates or addendums to this RFQ.

VII. Submission Requirements

Proposals shall include the following:

- Cover Letter
- Description of Firm including Relevant Experience
- Project Approach
- Identification of Team Members, Roles & Responsibilities(include resumes)
- A Summary of the Process for Project Implementation Project (including Schedule, Milestones & Deliverables)
- Pricing and proposed level of effort/involvement for each component of proposed work

VIII. Selection Criteria

Members of the Bridgeport IP Team will select a consultant, or consultants, based on their demonstrated ability to execute the Scope of Services outlined above.

The Bridgeport IP Team will evaluate responses to the RFP using the following criteria:

- Past experience in public outreach and engaging stakeholders from across industrial sectors and layers of the local community and region,
- Experience with analyzing empirical measures impacting the growth of innovation and emerging sectors within the local and regional economy,

- Understanding the conditions needed to encourage, and support, innovation, placemaking and entrepreneurship and
- Experience with identifying strategies to link existing assets and catalyze the innovation economy.

IX. Submission Instructions

Respondents must submit five (5) bound original and one (1) electronic submission (Thumb Drive or CD-ROM). Submissions must be clearly labeled with the Firm Name and Project Name (Bridgeport Innovation Places Master Plan and Implementation Grant Application). Submissions must be signed by a representative of the Respondent organization authorized to submit and establish fees on behalf of the Respondent and bind the Respondent to the Terms & Conditions of this RFQ. Submissions must be received on or before 4:00PM on December 20, 2016. Late submissions will not be accepted or considered. The Respondent shall assume full responsibility for the delivery of the proposal. Submissions must be mailed or delivered to:

Mr. Ed Lavernoich
President
Bridgeport Economic Development Corporation
10 Middle Street
Bridgeport, Connecticut 06604

The Bridgeport Innovation Places Planning Team is not obligated to enter into any contract on the basis of any submittal in response to this RFQ. We reserve the right to request additional information from any consultant submitting under this RFQ if it is deemed necessary to further evaluate the consultant's qualifications. We reserve the right to interview any consultant submitting under this RFQ. We also reserve the right to waive informalities and minor irregularities in submittals and reserve the sole right to determine what constitutes informalities or minor irregularities. Consultant shall be responsible for all costs associated with the submittal of qualifications.

The Bridgeport Innovation Places Planning Team reserves the right, in its sole discretion, to reject all submissions, reissue a subsequent RFQ, terminate, restructure or amend this procurement process at any time. Selection Criteria contained herein shall be used in evaluating proposals. We may contact any consultant after receiving a submittal to seek clarification of any portion thereof. In the event the Planning Team (acting through its fiduciary) elects to negotiate a contract with a selected consultant, we reserve the right to negotiate such terms and conditions of the contract, including but not limited to: scope, role, price and/or staffing which may be in the best interests of the Bridgeport Innovation Places Planning Team.

ATTACHMENT 1

BRIDGEPORT INNOVATION PLACES TEAM
PLANNING GRANT APPLICATION

1. Vision. What are the key motivating factors driving the applicant's interest in the Innovation Places initiative? To the extent it is developed in this pre-planning phase, what is the overall vision the planning team shares for its Innovation Places plan and application?

Capitalizing on Bridgeport's strategic transit-oriented location, diversity and a legacy of innovation and manufacturing, our shared vision will foster, attract and retain entrepreneurs, small businesses and emerging industries by leveraging a dynamic live-work environment that builds on Bridgeport's most significant assets: diverse culture, walkable neighborhoods, accessible waterfront, transit, affordable housing, research institutions and most importantly – a talented, dedicated and driven workforce devoted to Bridgeport.

2. Private-sector leadership. What roles are people from the private sector taking in the planning process?

Bridgeport is home to many private enterprises and entrepreneurs; large firms, start-ups, and entrepreneurs that together form our unique mixture of innovation drivers. Targeted private sectors include; but are not limited to: Information, Eco and Aviation Technologies, Health Care, Urban Food/Agriculture, Small Batch Manufacturing, Graphic Design and Arts/Culture. Representing over 750 of these businesses, entrepreneurs and institutions is the The Bridgeport Regional Business Council (BRBC). The BRBC and our other Private-sector leaders have experience with local job creation, business growth, recruitment and retention, technological needs and regional competitiveness. They will also play a key role in strategy development, data collection, and community engagement.

3. Public-sector experience. Please describe the experience members of the team have in implementing projects with several stakeholders, involving public funding and related disclosure requirements.

Public-Sector members include Bridgeport's Office of Planning & Economic Development (OPED), , the Bridgeport Downtown Special Services District (DSSD), the Connecticut Metropolitan Council of Governments (MetroCOG), and Greater Bridgeport Transit (GBT). These organizations have significant experience implementing complex multi-stakeholder projects often supported by multiple public funding sources with specific community engagement, contract and disclosure requirements. Past successes include the Bijou Square Redevelopment, various adaptive reuse projects, brownfield remediation, transportation planning, state-funded capital improvement, and grant funded art projects. Private, non-profits such as the Bridgeport Economic Development Corporation (BEDCO) and Capital for Change also provide significant experience managing and implementing publically funded projects.

4. Entrepreneurship is different from business ownership. An entrepreneur brings to life something that did not exist before. For the purposes of this application, the more positively disruptive to existing practices and norms an effort is, and the more impactful, the more entrepreneurial it will be considered. Please describe the experience of members of the planning team in creating new businesses and organizations that change the way businesses work or the way people accomplish their goals.

The Bridgeport Innovation Places Team (BIPT) includes entrepreneurs who have collectively created, built, grown, ran, supported, and sold hundreds of companies. Our Master Plan will be founded upon our shared experiences as entrepreneurs, positive disrupters, educators, writers, designers, consultants and artists who have established new businesses and organizations through a combination of innovation, and corporate/cultural defiance.

Non-traditional growth and collaborative opportunities for economic development have been driven by the Bridgeport Trade and Technology Center (BTTC), the Bridgeport Innovation Center (BIC), Capital for Change, the B:Hive, CityLights Gallery, the University of Bridgeport (UB), Housatonic Community College (HCC), as well as numerous entrepreneurs and organizations throughout the City.

The Historic Arcade on Main Street houses multiple entrepreneurs including **Paradox Ink** (paradoxink.com) (screen printing), **Ruben Marroquin** (Marroquinruben.com) (weaving), **DertBag** (dertbag.us) (urban streetwear), and **ILuvBpt** (dotankbridgeport.com) (event planning). These entrepreneurs located to the Arcade as a result of a public-private partnership entitled **CreateHereNow**.

5. Research Experience

The University of Bridgeport (UB) is home to the Division of Graduate Studies & Research, which provides leadership, guidance, and management for sponsored and University research. The Division is a liaison between UB's graduate community and external agencies, facilitates grant writing, manages research grants; and provides faculty with seed money for early-stage research to ultimately secure federal, state, and other research grants. Established in 2008, the Division has assisted in the award of more than 30 faculty research grants, totaling \$1.2 million. More than 40 students have participated in this research. UB's engineering faculty dominates recipients, but the University's education, natural sciences, health sciences, business, and design faculty have also received awards. An increasing number of research teams are interdisciplinary, and future collaboration with regional colleges and universities is anticipated.

Housatonic Community College (HCC) has created the Southwestern Connecticut Advanced Manufacturing Center, a statewide initiative to provide skilled employees for the growing manufacturing industry, which has graduated over 200 students since 2012. Of the 40 students who graduated from the Center in May, all were placed in full time career opportunities. The Center currently enrolls 56 full time students and 20 part-time students.

6. Planning process experience. How much experience do members of the team have in managing multi-stakeholder planning processes?

The planning process will be advised by MetroCOG, the Council of Governments and federally designated Metropolitan Planning Organization (MPO) for the Greater Bridgeport Region along with the City of Bridgeport Planning Department. MetroCOG assists Bridgeport with planning studies, projects and initiatives such as the East Bridgeport Development Corridor Plan and the Barnum Station Feasibility Study. MetroCOG's success in managing and developing an implementable plan is tied to the organization's multi-disciplined expertise in facilitating a high level of public participation and feedback, convening citizen advisory committees, holding public meetings, communicating with the public through social media and identifying other effective opportunities for outreach that ensures a timely and effective planning process.

7. Diversity, and representation of population to be impacted. To what extent does the planning team represent diverse perspectives and experiences? How are the populations expected to be impacted by the Innovation Place Master Plan (especially people aged 18–44) represented on the planning team?

Bridgeport is a diverse and growing community. We benefit from our location in Fairfield County, only county in Connecticut that has increased in population every year since 2010. 39% of residents identify as Hispanic, 34% as Black/African-American and 21.2% as White. 42% of residents are between the ages of 18 and 44 and 51.5% of residents are women. The BIPT is comprised of individuals representing this wide variety of ages, ethnicities and experiences. Due to our strong diversity, BIPT is committed to expanding employment and educational opportunities to our diverse local populations through our Innovation Places Master Plan.

8. Planning process funding match.

A comprehensive Master Plan will require coordination, research, analysis and outreach. The BIPT's diverse areas of expertise will support the numerous tasks and services necessary to develop the Plan. In-kind services will include the following: coordinating Committee/Public meetings, preparing agendas, documenting meeting minutes, establishing Sub-Committees, data collection, research, public outreach, marketing, procurement, project management/oversight/administration and contract compliance. **Please see Budget Template.**

9. Clarity on who will write the plan (prerequisite)* Which entity or person will be responsible for producing a written plan?

The Plan will be professionally prepared under the guidance of a Steering Committee. MetroCOG is one possible entity that could be engaged to prepare the Master Plan. MetroCOG has extensive experience in preparing and developing numerous plans and studies. MetroCOG's staff of planners, technicians and grant writers has access to

geographic information system and economic data, at a range of spatial scales. MetroCOG would need authorization from its Board of Directors (Chief Elected Officials of its 6 member towns) to take the lead role in plan development. MetroCOG could only commit to developing the Master Plan if existing responsibilities were minimally impacted. If MetroCOG is unable to take the lead, the Steering Committee will pursue a professional planning firm selected through a publicly advertised, competitive procurement process.

10. Quality of strategy development process (highly weighted)* Please describe the role of strategy development in the intended master planning process. How will the team discover and evaluate opportunities and risks? How will the process lead to a plan of highly impactful actions that develop and use community capabilities to take advantage of those opportunities and risks?

Our strategy development is three-fold:

1. Discover and evaluate Bridgeport's opportunities and risks through participatory research with stakeholders' representative of the Region's diverse entrepreneurial community.
2. Collect, analyze, and leverage data on Bridgeport's regional capabilities by partnering with data-mining, public policy, research and urban design professionals. BIPT is committed to utilizing rigorous, evidence-based methods to guide and develop our Master Plan, assessment of community capabilities and implementation strategies. The planning process will include focus groups and surveys to understand the experience of local entrepreneurs. The importance of amenities, conveniences, infrastructure, technical support and other resources will be evaluated.
3. Prioritize strategic opportunities in our Master Plan that leverage key assets to directly address Bridgeport's target liabilities and risks, i.e. urban infrastructure projects that amplify walkability while developing our workforce. Strategies within the Plan will ultimately be assigned to identify stakeholders, owners & champions.

11. Baseline data collection plan* What are the plans for collection of data and information to understand the risks, opportunities and capabilities of the applicant community?

BIPT will follow a community-based participatory research model, defined here as a partnership that equitably involves target stakeholders, organizational representatives, and research/team members. BIPT's main objective will be to increase knowledge and understanding of our applicant community's key assets and liabilities, in order to integrate that knowledge into the goals and structure of our Master Plan.

12. Governance structure for planning process (highly weighted)* Please describe the roles, relationships and responsibilities of participants in the planning process. And what is the planning process timeline?

The BIPT will elect a Steering Committee comprised of representatives from each of the regional segments listed in Question 10. The Committee will seek formal acknowledgement of its existence and membership roster from the City. The Committee will then appoint officers that will include a Chairperson, Vice Chairperson, Secretary, and others. The Officers will effectively govern the planning process meetings and activities, including but not limited to scheduling stakeholder and community meetings, authorizing sub-committees, and hiring consultants or contractors.

The Bridgeport Regional Business Foundation, Inc. (BRBF), a 501(c) (3) will be the applicant and fiscal agent for the Planning Grant. BRBF will serve as a fiduciary and disburse funds at the written direction of the Committee. The BIPT anticipates that our planning process will take approximately four months from the notice of award.

13. Quality of stakeholder and community engagement (highly weighted)* Please describe plans for stakeholder and community engagement in the planning process.

BIPT will identify target stakeholders and representatives from a variety of self-defined communities. BIPT will share power, resources, credit, results and knowledge with our target stakeholders and representatives, so that the relationship is mutually beneficial. A schedule of stakeholder and community meetings will be publicized at the beginning of the planning process. Public meetings will be held in a variety of locations throughout Bridgeport and at various times during the day to encourage and optimize diverse participation. BIPT will conduct surveys, focus groups, and public forums, communicating information utilizing a wide variety of channels, including social media, email, outdoor advertising, and community networks. These stakeholders will be viewed as partners in the process.

14. Intent to have zoning for mixed-use development (20%) (prerequisite)* Public Act 16-3 requires that a “significant” portion of Innovation Place impact areas be zoned for mixed-use development. CTNext interprets this as meaning that 20% of developable square footage must be zoned for mixed-use development, which may include other innovative planning approaches, before greater than 20% of funds can be released. Please show evidence of the community’s intent to zone for mixed-use development in the Innovation Places impact area(s).

The City has established numerous zones for mixed-use development including the Downtown Village District (DVD) Zones and the Neighborhood Village District (NVCD) Zones. The DVD was created pursuant to the 2008 Bridgeport PoCD, with the purpose of promoting “the continued revitalization of Downtown Bridgeport as a transit-oriented, vibrant live/work neighborhood with a dense urban character that embodies the principles of smart growth...” Mixed-use development is a “Principal Permitted” or “Special Permitted” use in 100% of all buildings and properties within all DVD Zones. The Plan will ensure that the existing DVD comprises more than 20% of the developable square footage of the “impact areas”, satisfying the requirement of Public Act 16-3.

The City has also established numerous zones for mixed-use development away from Downtown, including the Mixed Use-Light Industrial Zone (MU-LI), the Mixed Use-Educational/Medical Zone (MU-EM) and the Mixed Use-Waterfront Zone (MU-W). The Master Plan will recommend ways to link our MU Zones with DVD Zones as a way to encourage Innovation throughout all neighborhoods within the City.

15. Public transportation accessibility (prerequisite)*

Bridgeport sits in a central location in the Northeast and is served by major interstate highways, ports and transportation centers. The City’s Intermodal Center is situated along Metro North’s New Haven Rail Line, with the Bridgeport Station being located in the heart of Downtown Bridgeport, 55.4 miles from Grand Central Terminal in Manhattan. The Barnum Station, located in Bridgeport’s East Side is slated to open in 2021. The rail line provides direct access to business and employment opportunities in Norwalk, Stamford and Manhattan. Amtrak’s Northeast Regional service, which operates between Washington, D.C and Boston, Massachusetts, services the Bridgeport Station as well. Rail commuters are offered connecting service from the Bridgeport Train Station by the GBT. The Port of Bridgeport is within walking distance of the Intermodal Center, and is home to the Bridgeport/Port Jefferson Ferry, which provides passenger and automobile transport access between Bridgeport and Port Jefferson, NY. The Port of Bridgeport is one of only two ports in Connecticut to provide cross-sound ferry service and serves the western half of the state. Finally, the City also owns and operates the Sikorsky Memorial Airport, which represents a significant opportunity for expansion and redevelopment. Based on these transportation modes, Bridgeport is uniquely positioned to diversify the local, regional and state economy.

16. Presence of anchor institutions (prerequisite)* Please describe the presence in the community of anchor institutions and their relevance to, and/or engagement around, innovation and entrepreneurship. Public Act 16-3 describes an anchor institution as “an entity having a significant and stable presence in the community, including, but not limited to, an institution of higher education, hospital, major corporation, research institution, business incubator or business accelerator.” CTNext interprets this to include other kinds of institutions too, such as arts institutions, and interprets the above description to imply institutions whose presence benefits innovation and entrepreneurship activity. CTNext considers the degree to which institutions are anchored in their community to be important.

As the State's largest municipality, the City is home to several anchor institutions representing the private, public, entrepreneurial, research and cultural sectors. These sectors support innovation and entrepreneurship through various mechanisms, such as mentoring, marketing, sustaining and/or funding. Institutions include UB and HCC; St. Vincent's Hospital and Bridgeport Hospital; the BTTC and the BIC; the BRBC; the B:Hive; CityLights; DSSD; and Capital for Change.

17. Existing research and/or entrepreneurship activity (prerequisite). Please give an overview of the level of scientific research, development, commercialization and entrepreneurship activity currently under way in the applicant community.

UB established the CTech IncUBator over 5 years ago and is also home to a Student Entrepreneur Center. The CTech IncUBator is a partnership between Connecticut Innovations and UB. The CTech IncUBator is Fairfield County's only university-based incubator for high-tech start-ups. The incubator's purpose is to assist in commercializing new technologies, create jobs and foster regional economic development. Over 77 student entrepreneurs have gone through the Center, with 8 businesses having been launched and 15 private companies having been housed.

The City is also home to Greater Bridgeport SCORE which provides free Mentoring, Workshops & Events and tools to support Entrepreneurs. The Small Business Development Center (SBDC) has two offices in Bridgeport and has been linking the small business and entrepreneur community with tools and resources.

The SBDC and UB are also discussing a potential "Innovation Lab" at the Bridgeport Public Library. Through a partnership between SBDC, DSSD, HCC and the UB School of Engineering, the Lab would support STEAM education for high school students, joint, collaborative projects between UB and HCC, educational, entrepreneurial and career opportunities for UB and HCC students, and innovation opportunities for the larger entrepreneurial and business community.

18. Quality of amenities (e.g., vibrancy, streetscape, meeting places, entertainment, arts)*

Talented people are required to fuel the growth of innovative enterprises. Increasingly, such people want to live and work in vibrant places where they will be inspired, find people to learn from and work with, where life is exciting. This implies amenities like restaurants, bars, sidewalk cafes, coffee shops, walkable, bikeable streets, active arts scene, historic structures, popular live music venues, parks, water access, gyms and so on. Please provide evidence of the presence and use by the population of key amenities in the community likely to attract talented people.

Bridgeport offers entrepreneurs exciting opportunities and a dynamic live-work environment through an array of civic, cultural, entertainment and recreational establishments – all enhanced by Long Island Sound views. Much of Bridgeport's 2.34% population growth in 2014 occurred Downtown - home to the Barnum Museum, Cabaret Theater, CityLights Gallery, Housatonic Museum of Art, Ballpark at Harbor Yard and the Webster Bank Arena. Each summer McLevy Green hosts the Downtown Thursday's Concert Series, Farmer's Market and other events. Main Street and Fairfield Avenue offer vibrant adaptive re-use commercial and residential spaces, with numerous restaurants and retailers.

Outside of Downtown, Bridgeport offers a number of unique neighborhoods. The South End is anchored by the 325-acre, Frederick Law Olmsted designed Seaside Park. The City's largest restaurant and bar district is located in Black Rock. The Stratfield Historic District is very walkable. Lake Forest is a residential neighborhood developed around a 71.4 acre lake. The East Side, East End and West End neighborhoods offer a variety of ethnic restaurants, shops and celebrations. Annual festivals include the Barnum Festival, the Puerto Rican Day Parade, the Juneteenth Parade and the Caribbean Jerk Fest.

19. High-speed Internet/broadband access*Please describe the access individuals, businesses and institutions have to high-speed Internet service in the community.

Bridgeport is committed to community-wide affordable, high speed broadband access. Currently, the City has seven broadband providers and their speed capabilities range between 3 Mbps and 1 Gbps.

20. Mixed-income housing accessibility*

It is important for talent attraction, idea sharing, community building, street vibrancy, convenience and equity that people working in and near Innovation Places be able to live nearby. As far as is relevant to the need noted above, please describe the amount of housing, of various types and at various prices, available within a one-, five-, 10- and 20-minute non-auto-based commute to the applicant community, and the amount slated for development in the next five years.

Bridgeport's municipal government and development community have aligned their housing strategies to foster an environment that will draw entrepreneurs and innovative minds. Housing strategies leverage the value of multi-modal transportation assets, historic neighborhoods and structures, residential rental rates far below comparable stock in Fairfield County and walkability. Bridgeport's housing policy is the foundation to attract successful talent: a majority of market rate units attractive to a residential base with disposable income.

Approximately 1,000 residential units across the income spectrum are located within ¼ mile of the Bridgeport Train Station and central node of GBT. Over the next five years the City and local developers will deliver approximately 400 additional Downtown residential units.

In the South End, plans are progressing for an ambitious six-year redevelopment project to replace Marina Village (a 75+ year old public housing complex) and provide new, quality housing choices. The first phase of a project on Broad Street will provide 78 new mixed income rental units on a currently vacant 2.5 acre lot within walking distance to recreation, retail and transportation.

In Bridgeport's East Side, Crescent Crossing (½ mile from the BIC and BTTC) is a privately developed, mixed-income community within walking distance to the culturally diverse East Main Street commercial corridor and the future Barnum Station. This coordinated development will catalyze additional jobs, more housing and new businesses throughout the neighborhood.

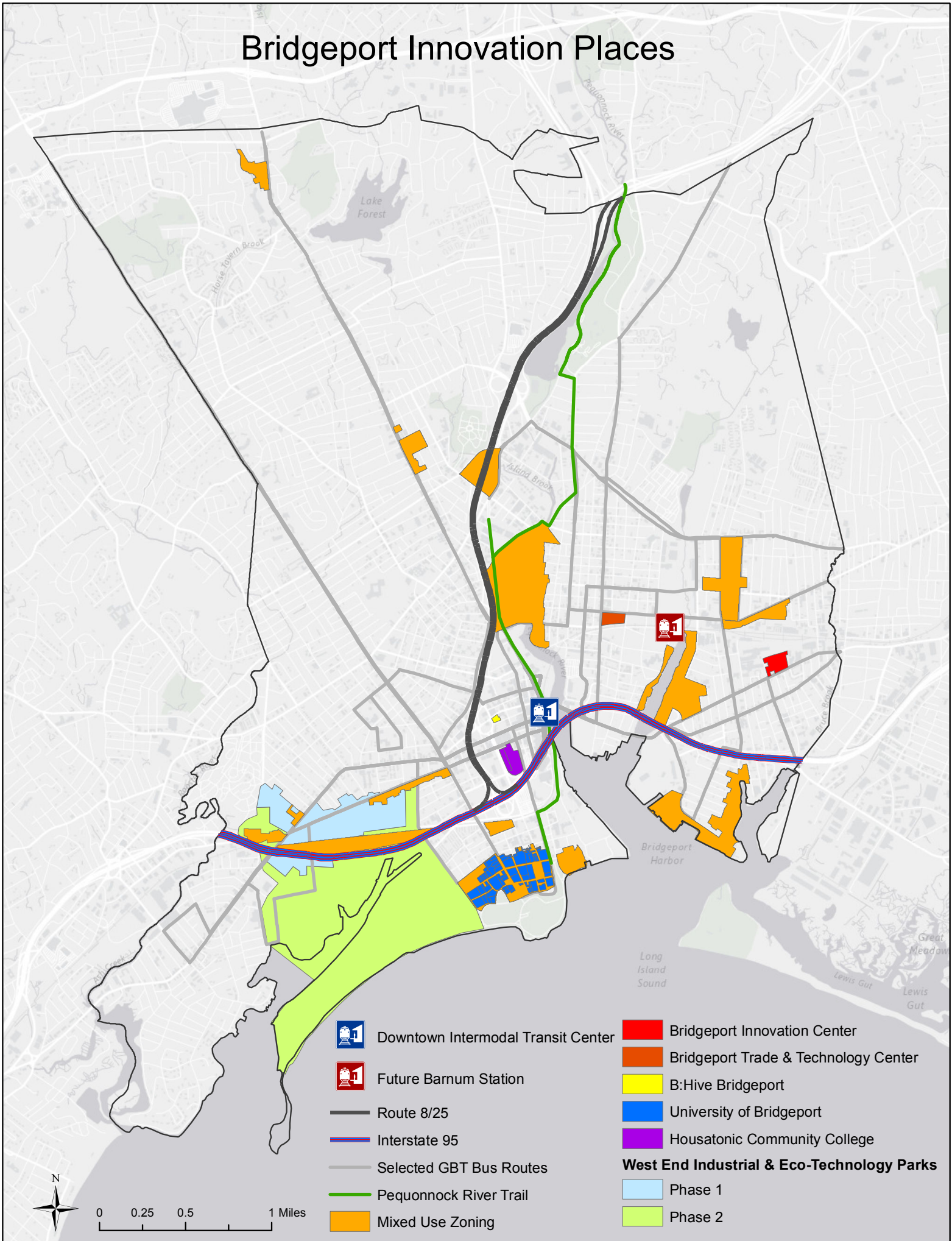
21. Relation to larger region and leverage of regional assets* Describe the way the planning process will develop relationships that will leverage regional assets and build regional cooperation and competitiveness.















The Steering Committee will develop a clear and targeted Master Plan through a regionally inclusive planning process. While the Innovation Place's target area is located within city limits, BIPT recognizes the importance of leveraging regional assets and the expertise of stakeholders throughout the Region for the Plan's success and ultimate Innovation Place implementation. The BRBC's 750 members are a portal for regional participation. Their anchor businesses and Stage 2 companies will be engaged to share ideas, talent and knowledge throughout the planning process. The Plan's assessment of key assets and liabilities (i.e. livability, infrastructure, and economic outlook), as well as opportunities for regional cooperation and competitiveness will be informed by both the BRBC and other Regional stakeholders identified during the planning process. Through events and a variety of media, the BIPT looks forward to connecting with entrepreneurs and building relationships across the Region that nurtures future innovation.

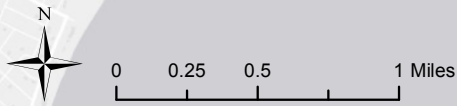
ATTACHMENT 2

PROPOSED AREA(S) OF INTEREST

Bridgeport Innovation Places



-  Downtown Intermodal Transit Center
-  Future Barnum Station
-  Route 8/25
-  Interstate 95
-  Selected GBT Bus Routes
-  Pequonnock River Trail
-  Mixed Use Zoning
-  Bridgeport Innovation Center
-  Bridgeport Trade & Technology Center
-  B:Hive Bridgeport
-  University of Bridgeport
-  Housatonic Community College
- West End Industrial & Eco-Technology Parks**
-  Phase 1
-  Phase 2



ATTACHMENT 3

MEMBERS OF THE BRIDGEPORT INNOVATION PLACES PLANNING TEAM

**BRIDGEPORT INNOVATION PLACES TEAM
PARTICIPATING PARTNER ORGANIZATIONS AS OF 9-12-16**

- B:HIVE BRIDGEPORT: Downtown co-working space and community hub, providing a locational and network platform for ground floor startup entrepreneurs, non-profits, solopreneurs. Hub for Bridgeport Generation Now.
- BIJOU SQUARE: Downtown commercial and residential real estate.
- BRIDGEPORT INNOVATION CENTER(BIC): Commercial and Industrial space for small and medium size companies for start- up and growth along with artists' studios. BIC also offers financing options for qualified tenants.
BRIDGEPORT ECONOMIC DEVELOPMENT CORPORATION (BEDCO): 501(c)(3) has successfully implemented brownfield remediation, land assembly, neighborhood infrastructure, and adaptive reuse projects with local, state, and federal funding.
- BRIDGEPORT REGIONAL BUSINESS COUNCIL (BRBC): Regional chamber of commerce organization consisting of 750 business and institutional members in the Bridgeport region.
- BRIDGEPORT REGIONAL BUSINESS FOUNDATION, INC. (BRBF): 501(c)(3)) organization that will be the applicant and fiscal agent for the BIPT's planning process. BRBF has served as a funding conduit and fiduciary for other local organizations as part of multiple projects.
- BRIDGEPORT TRADE & TECHNOLOGY CENTER: 550,000 square ft. building provides cost-effective multi-use office, industrial and commercial space with easy access to I-95.
- CAPITAL FOR CHANGE: A US Treasury certified Community Development Financial Institution serving people, nonprofits, businesses and public institutions for the benefit of low and moderate income residents throughout CT. It is committed to supporting the creation of vibrant, functional communities by offering high impact lending products, programs and services that increase energy efficiency, nurture small businesses, create affordable housing and support the development of mixed-use properties. Successor in interest to 3 distinct organizations, including former Bridgeport-based Community Capital Fund.
- CITY OF BRIDGEPORT OFFICE OF PLANNING AND ECONOMIC DEVELOPMENT (OPED): City development office that plans, promotes, manages and regulates the economic and community development of the City.
- CITY LIGHTS: Nonprofit organization that serves the community through art, and advocates for artists. This includes promotion, work opportunities, inclusion in community projects and planning, as well as public art programs that improve the quality of life for residents, workers and visitors.
- GREATER BRIDGEPORT TRANSIT (GBT): An agency that provides local, regional and express bus services throughout the Bridgeport region with routes extending from Milford to Norwalk and from Bridgeport to the Naugatuck Valley.
- DOWNTOWN SPECIAL SERVICES DISTRICT (DSSD): A business improvement district funded through a special tax levy on property owners. The DSSD has successfully competed for grant funding and implemented grant funding projects.

**BRIDGEPORT INNOVATION PLACES TEAM
PARTICIPATING PARTNER ORGANIZATIONS AS OF 9-12-16**

- **ENTREPRENEURSHIP FOUNDATION:** Statewide 501(c)(3) organization whose mission is to provide effective programs and resources for entrepreneurs and educators. Programs include: Connecticut Consortium of Entrepreneurship Educators, Connecticut Intercollegiate Business Plan Competition (in its 20th year), the Entrepreneurs Society (a continuing accelerator), Startup Weekends, and electronic and print guides for Launching a New Venture in Connecticut.
- **GREATER BRIDGEPORT LATINO NETWORK (GBLN):** Community-supported and diverse network of organizations and individuals sharing news, information, ideas, opportunities and services. mission is to promote community engagement to address the socio-economic issues affecting Latinos through networking, communication, collaboration and education.
- **HOUSATONIC COMMUNITY COLLEGE (HCC):** Community college offering associate degree and non-credit programs that responds to the community and student needs. Since 2012 HCC is the home of the Southwestern Connecticut Advanced Manufacturing Center, providing skilled employees for the growing manufacturing industry. HCC participates in the State's Manufacturers CCAT program. HCC and UB offer a collaborative entrepreneurial course every semester with attendance in excess of 100 students in the Spring 2016 semester.
- **I LUV BPT:** a movement dedicated to uniting the citizens & supporters of Bridgeport through public participation in the production and use of public space.
- **METROPOLITAN COUNCIL OF GOVERNMENTS (MetroCOG):** a multi-discipline, regional planning organization with six member communities- Bridgeport, Easton, Fairfield, Monroe, Stratford and Trumbull- centered on the City of Bridgeport, Connecticut.
- **UNIVERSITY OF BRIDGEPORT (UB):** The School of Engineering at the University of Bridgeport (UB) is home to the largest graduate engineering program in the State of Connecticut, and the second largest program in New England in terms of both the number of enrolled students and graduates. Other significant programs include the Schools of Business, Naturopathic Medicine, Chiropractic, Dental Hygiene, Acupuncture, and Graphic Design. The Shintaro Akatsu School of Design offers reduced cost 3D printing and reverse cad engineering services available to the public. The CTech IncUBator located at UB is the first and only university based incubator in Fairfield County for tech start-ups and early stage companies. The incubator's purpose is to assist in commercializing new technologies.

Also participating to-date, owners and representatives from various small businesses operating in Bridgeport:

- Bananaland
- Global Infrastructure Strategies
- Hartford Prints
- Madison Mott
- Pryceless Consulting

ATTACHMENT 4
INNOVATION PLACES LEGISLATION

Sec. 5. (NEW) (*Effective July 1, 2016*) For the purposes of this section and sections 6 to 8, inclusive, of this act, the following terms shall have the following meanings unless the context otherwise requires:

- (1) "Anchor institution" means an entity having a significant and stable presence in the community, including, but not limited to, an institution of higher education, hospital, major corporation, research institution, business incubator or business accelerator;
- (2) "CTNext board" or "board" means the CTNext board of directors established pursuant to section 1 of this act;
- (3) "Designated innovation place" means an area designated as an innovation place pursuant to section 8 of this act;
- (4) "Entity" means a corporation, association, partnership, limited liability company, benefit corporation, nonprofit organization, municipality, institution of higher education or any other similar entity;
- (5) "Executive director" means the executive director of CTNext;
- (6) "Growth stage business" means a business that (A) has been incorporated for ten years or less, (B) has raised private capital, and (C) whose annual gross revenue has increased by twenty per cent for each of the three preceding income years of such business;
- (7) "Innovation entity" means an entity whose application for innovation place designation is approved by the CTNext board **Senate Bill No. 502**

May Sp. Sess., Public Act No. 16-3 14 of 298

pursuant to section 8 of this act;

(8) "Master plan" means the plan submitted to the CTNext board pursuant to subsection (c) of section 7 of this act;

(9) "Municipality" means any town, city, consolidated town and city or consolidated town and borough;

(10) "New Haven Line" means the rail passenger service operated between New Haven and intermediate points and Grand Central Station, including the Danbury, Waterbury and New Canaan branch lines;

(11) "Public transit" means the New Haven Line, Shore Line East, the New Haven Hartford Springfield rail line and the New Britain to Hartford busway and any planned expansion of such busway; and

(12) "Shore Line East" means the rail service operating between New Haven and New London.

Sec. 6. (NEW) (*Effective July 1, 2016*) There is established an innovation place program within CTNext. The purpose of such program is to (1) foster innovation and entrepreneurship by facilitating the designation and establishment of innovation places consisting of one or more compact geographic areas within the same municipality having entrepreneurial and innovation potential where (A) existing anchor institutions, institutions, companies and recreational spaces are in close proximity to start-up and growth stage businesses, (B) public transit is accessible, (C) a significant portion of the underlying zoning allows for mixed-use development, including, but not limited to, housing, office and retail, and (D) foot traffic is facilitated; (2) identify, designate and fund the initial costs associated with development of an innovation place; (3) encourage collaboration among institutions of higher education, medical institutions, hospitals, existing companies, start-up and growth stage businesses, researchers and investors; (4) **Senate**

Bill No. 502

May Sp. Sess., Public Act No. 16-3 15 of 298

encourage the leveraging of private investment in designated innovation places; and (5) connect entrepreneurs who are facing similar opportunities and challenges with other entrepreneurs and with private and public resources.

Sec. 7. (NEW) (*Effective July 1, 2016*) (a) On or before July 1, 2016, Connecticut Innovations, Incorporated shall post on its Internet web site an application form, prescribed by Connecticut Innovations, Incorporated, for planning grants-in-aid awarded pursuant to subsection (b) of this section. Such application form shall state that applications for planning grants-in-aid shall be submitted to the CTNext board.

(b) Any entity may submit an application for a planning grant-in-aid to the CTNext board. Applications for planning grants-in-aid shall be submitted on or before October 1, 2016. The CTNext board may extend the deadline for a planning grant-in-aid for up to sixty days. The CTNext board may award planning grants-in-aid to applicants in an amount up to fifty thousand dollars per applicant. Such planning grants-in-aid shall be proportionate to the anticipated grant-in-aid described in section 8 of this act. The total of all planning grants-in-aid awarded to applicants in the aggregate shall not exceed five hundred thousand dollars. Planning grants-in-aid shall be awarded on or before November 15, 2016. A planning grant-in-aid awarded pursuant to this section shall be used by an entity for the preparation of an application for innovation place designation.

(c) Any entity may submit an application for innovation place designation to the CTNext board. Such application shall be submitted on or before April 1, 2017. Such applications shall be submitted on a form prescribed by the board and shall contain sufficient information to establish that the proposed innovation place is suitable for the purposes set forth in section 6 of this act. **Senate Bill No. 502**

May Sp. Sess., Public Act No. 16-3 16 of 298

(1) Such application shall include: (A) Information concerning the proposed geographical boundaries of the proposed innovation place, including, but not limited to, a map indicating the boundaries of the geographic areas within the municipality that make up the proposed innovation place; (B) information concerning at least two anchor institutions located within the geographical boundaries of the proposed innovation place and how such anchor institutions have agreed to participate in the development of and activities within the proposed innovation place; (C) a summary of existing and proposed transportation-related infrastructure within and around the geographical areas within the municipality that make up the proposed innovation place; (D) a summary of existing and proposed businesses, recreational facilities, public parks and any other public or private gathering spaces located within the geographical areas within the municipality that make up the proposed innovation place; (E) information concerning the walkability of the geographical areas within the municipality that make up the proposed innovation place; (F) a master plan for the development of the proposed innovation place, including a plan for connecting the geographic areas within the municipality that make up the proposed innovation place to public transit via rail or bus, a plan for leveraging private investment and a proposed budget and timeline for use of any moneys granted by the CTNext board. Such budget shall indicate priority for the expenditure of grant funds in the event that moneys granted are insufficient to cover the costs of the entire proposed budget; (G) a list of municipal and state legislative action that may be required for the execution of such master plan; (H) a letter of support from the chief elected official of the municipality where the innovation place is proposed that shall include a statement that the legislative body of such municipality has, by majority vote, indicated its support for the proposed innovation place and for any municipal legislative action recommended in the master plan, provided a chief elected official may only submit a letter of support for one proposed innovation place located within the **Senate Bill No. 502**

May Sp. Sess., Public Act No. 16-3 17 of 298

municipality; (I) letters of support from private investors; (J) information concerning consistency with the state plan of conservation and development adopted pursuant to chapter 297 of the general statutes; and (K) information concerning the capability of the applicant and other entities partnering with the applicant to implement and administer the master plan and how such partners will be involved in the implementation of such plan.

(2) A master plan may include, but shall not be limited to, (A) plans for: (i) Attracting and directing support to start-up and growth stage businesses; (ii) development, in collaboration with private partners, of a business incubator, coworking space, business accelerator or public meeting space; (iii) events and community building; (iv) marketing and outreach; (v) open space improvement; (vi) housing development; (vii) improvement of technology infrastructure, including, but not limited to, broadband improvement; (viii) bicycle paths; and (ix) attracting anchor institutions, and (B) community letters of support from persons or entities other than the applicant.

(d) The CTNext board shall screen all applications submitted to it pursuant to subsection (c) of this section and shall select therefrom a limited number of finalist applicants. The CTNext board shall hold at least one public hearing on each application submitted by a finalist applicant. Such hearing shall be held in the municipality where the proposed innovation place is to be located and shall consist of a presentation by the applicant finalist on its proposal and a public comment period. The CTNext board shall conduct a site walk of the geographic areas within the municipality that make up the proposed innovation place submitted by an applicant finalist.

The chairperson of the CTNext board shall give appropriate notice of such hearing. The notice shall (1) state the time and place of the hearing to be held not fewer than ten days after the date of such notice, and (2) be posted in a conspicuous place in or near the office of the town clerk for the **Senate Bill No. 502**

May Sp. Sess., Public Act No. 16-3 18 of 298

municipality where the proposed innovation place is to be located and posted on the Internet web site of such municipality, if available. Applicants may submit revised applications to the CTNext board based on public comments received at such hearing.

Sec. 8. (NEW) (*Effective July 1, 2016*) (a) Through the innovation place program established pursuant to section 6 of this act, the CTNext board shall:

(1) Review and evaluate applications for innovation place designation submitted by entities pursuant to section 7 of this act;

(2) (A) Approve applications for innovation place designation and designate such approved applications as an innovation place. Such approval may include modifications to an application, agreed to by the applicant, as a condition for approval thereof. If no such application meets the purposes set forth in section 6 of this act or the criteria set forth in this subdivision, the board shall not approve any application for innovation place designation. Preference shall be given to applicants having (i) diverse partners, including, but not limited to, anchor institutions, (ii) partnerships with entities located within the proposed innovation place, and (iii) substantial private funding for expenses associated with the development of the proposed innovation place in relation to the amount of grant moneys requested.

(B) Award grants-in-aid to innovation entities, within available funds, for the allowable grant expenses set forth in an agreement described in this subparagraph. Prior to awarding any such grant-in-aid, the CTNext board shall (i) enter into an agreement with any such innovation entity concerning allowable grant expenses and the submission of an annual financial audit of grant expenditures to the CTNext board until all grant moneys have been expended by the innovation entity, provided any such audit shall be prepared by an independent auditor; (ii) confirm that a significant portion of the **Senate Bill No. 502**

May Sp. Sess., Public Act No. 16-3 19 of 298

underlying zoning of the proposed innovation place allows for mixed-use development, including, but not limited to, housing, office and retail; and (iii) confirm that no portion of a grant-in-aid awarded to an innovation entity be given to an entity that is not part of the master plan for the innovation place. If the CTNext board finds that any such grant-in-aid awarded is being used for purposes that are not in conformity with the expenses allowed pursuant to this section, the CTNext board may require repayment of such grant-in-aid.

(C) No application may be designated as an innovation place by the CTNext board unless such application (i) is consistent with the purposes set forth in section 6 of this act, (ii) is for a proposed innovation place where a significant portion of such proposed innovation place is located in an existing or proposed mixed-use zoning district, (iii) was prepared in collaboration with the local chamber of commerce or other industry association and the municipal economic development department, or similar municipal authority, of the municipality in which the proposed innovation place is located, and (iv) is approved by majority vote of the legislative body of the municipality in which the proposed innovation place is to be located.

(D) In determining whether to approve an application for innovation place designation, the CTNext board shall consider, but such consideration shall not be limited to: (i) Whether the entities partnering together to implement and administer the proposed master plan are of the quality to, and have demonstrated the commitment to, implement and administer the master plan in a manner sufficient to achieve the purposes set forth in section 6 of this act; (ii) whether the geography of the proposed innovation place is sufficiently compact to achieve the purposes set forth in section 6 of this act; (iii) whether the master plan is sufficient to achieve the purposes set forth in section 6 of this act and whether such plan includes (I) sufficient measures to ensure walkability of the geographic areas within the municipality that **Senate Bill No. 502**
May Sp. Sess., Public Act No. 16-3 20 of 298

make up the proposed innovation place; (II) sufficient measures to enhance regular interpersonal interactions among residents, workers and visitors of the proposed innovation place; (III) adequate and accessible public transportation; and (IV) existing or proposed restaurants, affordable housing options, retail spaces and public spaces, indoor or outdoor, that provide adequate opportunity for interpersonal interaction; (iv) the extent to which the master plan leverages private investment; (v) self-sustainability of the innovation place after moneys granted by the CTNext board are fully expended; (vi) whether the underlying zoning of the proposed innovation place provides for, or will be amended to provide for, reduced minimum floor area for residential dwelling units; and (vii) any other criteria the CTNext board determines is relevant for evaluating whether the proposed innovation place, if granted innovation place designation, will achieve the purposes set forth in section 6 of this act.

(E) The CTNext board shall report, in accordance with the provisions of section 11-4a of the general statutes, to the joint standing committees of the General Assembly having cognizance of matters relating to commerce and finance, revenue and bonding on or before September 30, 2017, and on or before July first annually thereafter until September 30, 2020, regarding the grants-in-aid distributed pursuant to this section and concerning the operation and effectiveness of the innovation place program.

(3) Publicize and post on its Internet web site the deadline for applications for innovation place designation pursuant to section 7 of this act.

(b) Through the innovation place program established pursuant to section 6 of this act, the CTNext board may initiate projects or provide grants-in-aid to entities for projects that network innovation places designated as such pursuant to subsection (a) of this section with one another.

Senate Bill No. 502

May Sp. Sess., Public Act No. 16-3 21 of 298