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ECONOMY



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PLAN OF CONSERVATION & DEVELOPMENT

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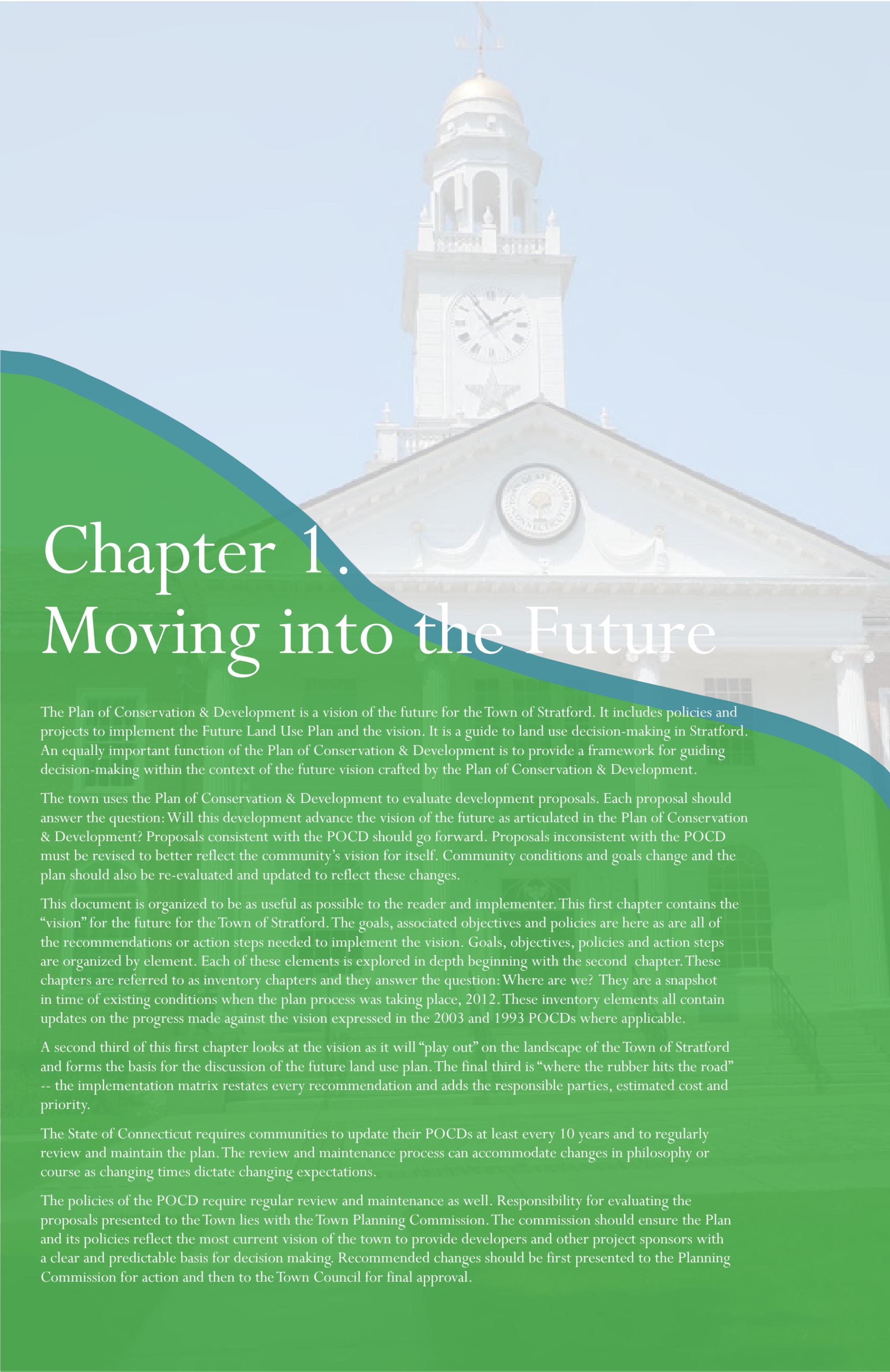
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Chapter 1.

Moving into the Future

The Plan of Conservation & Development is a vision of the future for the Town of Stratford. It includes policies and projects to implement the Future Land Use Plan and the vision. It is a guide to land use decision-making in Stratford. An equally important function of the Plan of Conservation & Development is to provide a framework for guiding decision-making within the context of the future vision crafted by the Plan of Conservation & Development.

The town uses the Plan of Conservation & Development to evaluate development proposals. Each proposal should answer the question: Will this development advance the vision of the future as articulated in the Plan of Conservation & Development? Proposals consistent with the POCD should go forward. Proposals inconsistent with the POCD must be revised to better reflect the community's vision for itself. Community conditions and goals change and the plan should also be re-evaluated and updated to reflect these changes.

This document is organized to be as useful as possible to the reader and implementer. This first chapter contains the "vision" for the future for the Town of Stratford. The goals, associated objectives and policies are here as are all of the recommendations or action steps needed to implement the vision. Goals, objectives, policies and action steps are organized by element. Each of these elements is explored in depth beginning with the second chapter. These chapters are referred to as inventory chapters and they answer the question: Where are we? They are a snapshot in time of existing conditions when the plan process was taking place, 2012. These inventory elements all contain updates on the progress made against the vision expressed in the 2003 and 1993 POCDs where applicable.

A second third of this first chapter looks at the vision as it will "play out" on the landscape of the Town of Stratford and forms the basis for the discussion of the future land use plan. The final third is "where the rubber hits the road" -- the implementation matrix restates every recommendation and adds the responsible parties, estimated cost and priority.

The State of Connecticut requires communities to update their POCDs at least every 10 years and to regularly review and maintain the plan. The review and maintenance process can accommodate changes in philosophy or course as changing times dictate changing expectations.

The policies of the POCD require regular review and maintenance as well. Responsibility for evaluating the proposals presented to the Town lies with the Town Planning Commission. The commission should ensure the Plan and its policies reflect the most current vision of the town to provide developers and other project sponsors with a clear and predictable basis for decision making. Recommended changes should be first presented to the Planning Commission for action and then to the Town Council for final approval.

SETTING GOALS...

1.1 Goals & Objectives

The Plan of Conservation and Development is a foundation of a sustainable future; it guides the Town's efforts to responsibly manage growth and restore its competitiveness through development of a shared vision, design of the future community and a structure to implement the plan. The goals and objectives are the mechanisms for the implementation. They provide the framework for planning in Stratford.

A good way to understand the goals, objectives, policies and action steps is this: The goals are big picture, declarative statements about how the Town wants to be in the future – the long-term result of successful plan making – these are very big-picture, from 50,000 feet up. The objectives are specific outcomes of the goals, more at 10,000 feet up, still pretty big picture but looking more at how to achieve the goals, the steps to implementation. The policies are on the ground, they provide the specifics of plan implementation and the basis for measurable results. As a result, policies outnumber objectives and objectives outnumber goals. Action steps are the plan's recommendations for projects and initiatives that achieve the goal.

So for example, if our goal is to be the best that we can be, an appropriate objective might be to strive to make improvements in all areas of our lives. Then among the appropriate policies might be: Participate in activities to promote physical fitness. The goal, to be our best, is appropriately broad. The objective suggests how we can be the best: by making improvements. The policy covers just one aspect of improving but is not overly prescriptive; it gives us the opportunity to ask, will this specific activity improve my physical fitness? Will I be able to measure the improvement?

The language of the policies will also pop up in the implementation plan. An "ongoing" implementation measure might be *evaluate the effectiveness of and initiate participation in appropriate physical fitness activities*. It directs the individual to participate but leaves it to him or her to evaluate which activities will result in physical fitness.

Regional Context

For background information on regional context, please see chapter 2.

The Greater Bridgeport Regional Council handles transportation, land use and economic development planning for the Greater Bridgeport Region whose six member communities include Stratford, Bridgeport, Monroe, Trumbull, Easton and Fairfield. While its recommendations are advisory, it can provide access to funding and has been a good planning partner to Stratford. Neighbor communities have been careful to consider abutting land uses when updating their own POCD's. But because Connecticut has no county government structure to provide a context for regional decision making or a sense of shared destiny, there is an atmosphere less of collaboration than competition between and amongst communities.



Stratford's Regional Context goal is to become an integral part of a region sharing responsibility for vibrancy with neighboring partners in transportation, economic development, natural and water resources and land use.

Objectives

- » To participate in the implementation of a regional transportation system that increases transit flexibility, reduces inequities and improves sustainability through conservation of resources and reduction of greenhouse gas emissions
- » To increase wealth and opportunity throughout the region by collaborating on business recruitment and retention strategies
- » To enhance the gateway experience between communities by land and water
- » To ensure compatibility in zoning, land use and design on adjacent lands
- » To collaborate on issue identification and problem solving to preserve and enhance shared centers of economic activity
- » To continue to participate fully in programs and initiatives to protect and enhance water quality and habitat in the waters of the Housatonic River and Long Island Sound

Policies

- » The Town should collaborate regionally on the preservation of environmental resources
- » The Town should cooperate with neighbors to ensure a public transportation system that fosters dense, urban, mixed-use transit oriented development around transportation nodes and hubs
- » The Town will continue working on regional planning issues through the Greater Bridgeport Regional Council and its neighboring communities
- » The Town will continue to work with the city of Bridgeport and federal authorities on issues regarding the future of the Igor Sikorsky Memorial Airport
- » The Town will continue to implement policies of the Coastal Management Act
- » The Town will consider the land uses, zoning and future land plans of adjoining communities in making land use decisions that abut those neighbors

ACTION STEPS:

1. Work with the neighboring communities to improve connectivity and linkages between the municipalities
2. Participate in regional planning initiatives with the Greater Bridgeport Regional Council and neighboring municipalities

Community Character

For background information on community character, please see chapter 3.

Stratford is a landscape of diverse areas of cohesive character, from lush forested subdivisions and waterfront communities to commercial and retail centers. Between its Town center, Paradise Green and the Merritt Parkway interchange area, it really has three significant and vibrant “downTowns.” But Stratford also has areas of disorganization and decline that – while they certainly have their own character – detract from the overall image of Stratford as a successful and stable community. Further, as was noted in the public input process and through observation, Stratford’s northern extreme and Lordship have little relationship to its center.



The goal for Stratford’s Community Character is to develop mechanisms to preserve, enhance and celebrate Stratford’s unique neighborhoods and commercial centers as elements of the cohesive whole.

Objectives

- » To develop a unifying and celebratory theme communicating Stratford’s high quality of life and economic opportunities
- » To connect each of Stratford’s neighborhoods and character areas into the whole
- » To adopt standards for streetscapes and public realm elements to reinforce Stratford’s identity
- » To identify opportunities for redevelopment and revitalization of character areas

Policies

- » The town will preserve and enhance the character of its unique neighborhoods for overall community revitalization
- » The town will consider opportunities to acquire and assemble properties to facilitate future development initiatives
- » Neighborhood-based design standards will be developed and implemented to preserve, revitalize and enhance community character
- » Stratford will use visual connections in gateways and streetscapes to link areas to one another

ACTION STEPS:

1. Seek funding to establish facade and streetscape improvement programs to improve the character of commercial areas
2. Establish neighborhood-based design standards for the distinct residential neighborhoods in Stratford that allow for new development but also maintains the essential character of the neighborhood
3. Include protection of significant viewsheds in the site plan review process
4. Leverage iconic buildings, streetscapes and open spaces as a means to identify and brand the community
5. Construct gateway elements at locations identified in the Vision Plan to welcome travelers and brand the community
6. Stratford’s original town seal commemorates the important contributions trees have made to our community; therefore we should develop and sustain a tree replacement initiative to maintain and protect Stratford’s historic beauty

STRATFORD
REDEVELOPMENT

Land Use & Zoning

For background information on land use and zoning, please see chapter 4.

Stratford is an almost entirely built-out community and as a result, its future land use focus is on redevelopment and rezoning to maximize opportunities for investment and vitality. Stratford's transit-oriented development has wide support in the community. More mixed commercial and residential, as well as commercial and industrial uses, will help increase densities resulting in compact, sustainable developments. Through the public input program, concerns about the appearance of Stratford's commercial areas emerged.



The goal for Stratford's land use and zoning is to strike a balance between residential and industrial/commercial development that will foster economic vitality, while preserving the character of neighborhoods and the community.

Objectives

- » To simplify the zoning code to increase its usefulness and understandability
- » To encourage a dense, mixed-use approach to land development where appropriate
- » To implement design standards to increase the aesthetic appeal and protect the character of the town's business districts
- » To streamline the development approval process to assure that developments which are consistent with the town's development regulations are approved in an efficient and prudent fashion
- » To protect and enhance the town's remaining agricultural land

Policies

- » The Town will implement the Future Land Use Plan and update the zoning accordingly
- » The Town will review development proposals with respect to their consistency with the vision outlined in the POCD and with respect to current zoning as well as to the extent to which it promotes the following:
 - Preservation and enhancement of Stratford's quality of life
 - Enhancement of the community's sustainability and lessening of its carbon footprint
 - Diversification of the transportation system
 - Protection of natural resources, conservation areas and environmentally sensitive areas
 - Enhancement of the visual appeal of the community
 - Growth with little impact to Town Infrastructure
- » The Town will implement a land use and zoning strategy that targets areas for mixed use development, integrating residential and commercial uses and highlighting opportunities for transit-oriented development in accordance with the future land use plan
- » Industrial uses are important to the Town's economy and their expansion will continue to be accommodated

ACTION STEPS:

1. Update the Town of Stratford Zoning Code to reflect the Future Land Use Plan that will provide for increased development opportunities in appropriate areas, protect the character of neighborhoods and maintain the town's important waterfront and open spaces
2. Develop design guidelines for the Lordship Boulevard Employment Growth Area
3. Develop design guidelines for Barnum Avenue that allow for redevelopment to occur in an urban, walkable form
4. Develop design guidelines for waterfront development
5. Develop design guidelines for the Stratford Town Center
6. Develop residential infill development guidelines for the Academy Hill neighborhood
7. Zone mixed-use commercial nodes along the waterfront according to the Future Land Use Plan
8. Update the Zoning Code to facilitate planned developments (mixed-use)
9. Update the Zoning Code to provide development incentives to property owners to remove non-conforming billboards

Population & Housing

For background information on population and housing, please see chapter 5.

The population of Stratford is generally stable, predicted to decline by less than a tenth of a percent to 2016, but this after a gain of more than three percent from 2000 to 2011, to just over 51,000. According to projections prepared by the University of Connecticut, Stratford's population will grow 4.8 percent to 53,840 in 2025. But the community is aging and so is its housing. Single-family detached units dominate its housing stock and it has a lower proportion of complexes with 20 or more units than the county or state.



The goal for population and housing in Stratford is to improve the quality of life for Stratford residents through the promotion of health and well-being and to provide a range of housing types for all incomes and lifestyles to attract families and households to settle in the town.

Objectives

- » To identify appropriate areas for increased densities such as transit-oriented development
- » To provide rental as well as owner-occupied housing
- » To reach the state's target that 10% of the Town's housing stock be affordable
- » To develop living opportunities that promote healthy lifestyles including walking, the construction of bicycle trails and facilities for other alternatives to automobile travel

Policies

- » Stratford will encourage developments that diversify housing choices in the Town
- » Stratford will improve its provision of affordable housing to meet or exceed the standards set by the State
- » Stratford will provide an adequate supply of public housing to meet the demand
- » The preservation of neighborhood and community character will be a primary consideration when approving the design of residential development
- » The Town will promote and encourage the adaptive reuse of commercial buildings into mixed-use developments, where appropriate

ACTION STEPS:

1. Partner with an area financial institution to fund the low interest loan program for home rehabilitations
2. Work with area legislators to amend Connecticut State affordable housing law section 8-30g to contain a more realistic definition of affordable housing projects and improve the appeals process
3. Implement the recommendations of the Town's 2012 Analysis of Impediments to Fair Housing Choice report to overcome barriers to integration and further the tenets of fair housing in its federally funded housing and anti-poverty programs
4. Facilitate the development of higher density, mixed use structures in the Stratford Center area according to the TOD zoning overlay
5. Support development efforts to create well designed affordable housing units, particularly within mixed-use developments and as part of infill developments proportionately scaled to the neighborhoods in which they are located
6. Consider a variety of housing types available in the town during the development review process
7. Prioritize disposition of tax foreclosed properties to private owners for residential development
8. Revise Section 5.3 of the Zoning Regulations by modifying the standards and locational criteria for new housing developments

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Economic Vitality

For background information on economic vitality, please see chapter 6.

Sikorsky Aircraft, the region's largest employer, calls Stratford home. With 8,300 workers, it dwarfs the next largest local company: Ashcroft, Inc., a manufacturer of electrical components that employs 475 at its Stratford headquarters. Manufacturing remained strong in Stratford even after the closure of the Stratford Army Engine Plant closure under the Base Realignment and Closure Act in 1998. Stratford retains the largest proportion of manufacturing jobs among its neighbors in the region, but like its neighbors, more of its workers are engaged in less labor-intensive white collar and service occupations. A renewed emphasis on economic development in Stratford has started to yield results, but it will be a big job to revitalize the dated industrial areas in the south end of town and manage the challenges of the SAEP redevelopment and retail vacancies.



The goal for Stratford's economic vitality is to facilitate investment in Stratford by attracting appropriate commercial, agricultural and light industrial businesses to strengthen the tax base and provide diverse employment opportunities.

Objectives

- » To identify areas within the Town for redevelopment and reuse for industrial/commercial and retail/office development
- » To designate areas for a mix of uses including residential and commercial uses
- » To connect visitors with the local natural, cultural and historic resources to grow the tourism industry
- » vretain existing businesses
- » To revitalize and enhance Stratford Center as a unique downtown destination for residents, shoppers and commuters

ACTION STEPS:

1. Facilitate new development that bolsters the local tax base
2. Work with the property owner and designated developer to facilitate remediation/revitalization plans for the Stratford Army Engine Plant
3. Ensure the Stratford Army Engine Plant is redeveloped as a multi-use waterfront destination and marketed accordingly. Collaborate with the Governor, local, state and federal agencies to develop the necessary economic development initiatives to ensure this happens
4. Develop a marketing plan aimed at attracting visitors to the town's landscapes, waterfronts and greenway system, including Long Beach/Great Meadows Marsh, Roosevelt Forest, Short Beach Complex and the Stratford Greenway
5. Amend the zoning code to allow for increased development densities in the Lordship Boulevard Employment Growth area according to the Vision Plan and Future Land Use Plan
6. Develop a land bank to amass property and address redevelopment needs
7. Work with area legislators to enhance economic development incentives
8. Update the zoning code to permit appropriate mixed-use and commercial development along the waterfront according to the Future Land Use Plan that has design and site plan standards
9. Coordinate economic vitality initiatives with the recommendations contained in the Waterfront Section of this plan

Policies

- » The Town will support a redevelopment strategy for the Stratford Army Engine Plant that promotes:
 - Emphasis on the relationship to the water
 - Public access to the waterfront
 - A mix of uses including retail, restaurant and residential
 - Excellence in design and sustainability
 - Linkages to the community
- » The Town's economic development efforts will focus on attraction/retention of new businesses and industries
- » Clean and high technology companies will be encouraged to locate in Stratford
- » The Town will pursue tourism initiatives that will have high economic development potential for the Town
- » The Town will promote, encourage and participate in revitalization of its business areas
- » The Town will encourage appropriate waterfront commercial development
- » The Town will support the development of a full interchange at exit 33 on I-95
- » Stratford will prioritize redevelopment of older industrial areas into new, attractive developments for businesses and industries
- » The Town will incentivize development projects which revitalize underutilized and brownfield sites

Environmental Considerations

For background information on environmental considerations, please see chapter 7.

Chief among Stratford's environmental considerations are its wetlands, such as the Great Meadows Marsh, and waterways such as the Housatonic River and Long Island Sound – they are at the same time spectacular and treacherous because of the prevalence of storm surge due to more intense storms on the east coast. Stratford also has other environmental priorities to consider, such as brownfields – addressed elsewhere in this POCD – bio-diversity and habitat, found in places like Roosevelt Forest, water quality and steep slopes.



The goal for environmental considerations is to preserve, protect, enhance and restore the Town's environment, wet lands, waterways and water resources, as well as its habitat and topography.

Objectives

- » To protect lives and property on the coastal waterways
- » To protect and enhance wetlands and other environmentally sensitive areas
- » To protect rare and threatened plant and animal species and habitat
- » To protect and enhance water quality in the community's groundwater and waterways
- » To protect and enhance areas with significant topography from runoff and degradation
- » To comply with EPA stormwater MS4 NPDES permit requirements and goals

Policies

- » The Town of Stratford will support the public acquisition and protection of lands and waters that are environmentally sensitive for conservation and/or recreation purposes
- » The Town will require developers to make every effort feasible to retain natural landscape within their site plans
- » The Town will encourage the use of native species in landscaping
- » The Town will prohibit development/redevelopment that inhibits public access to the waterfront and inappropriate structures from shoreline properties

ACTION STEPS:

1. Work with the Greater Bridgeport Regional Council and other regional entities to address climate change and hazard mitigation issues and enroll in the Community Rating System to ensure an environmentally sustainable region
2. Minimize impacts of development upon natural landscapes, habitats and watercourses
3. Prioritize the remediation of Brownfield properties
4. Evaluate the health and environmental impacts of all development proposals
5. Pass ordinance to minimize adverse impacts from stormwater runoff and discharges
6. Incorporate regulations for invasive species abatement and control
7. Prioritize the remediation of Raymark waste Superfund sites

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Sustainability & Climate Change

For background information on sustainability and climate change, please see chapter 8.

Many risks are associated with climate change. Connecticut, along with its New England neighbors, has been particularly proactive in addressing climate change and greenhouse gas emissions. It is such a huge issue with so many impacts that it can seem overwhelming. The Connecticut Climate Change Action Plan is among government-generated documents that seek to help municipalities, businesses and individuals understand their roles in addressing climate change and planning for a more sustainable future.



The sustainability goal is to cooperate and participate at every level from the personal, to the corporate, to the politic in efforts to address climate change.

Objectives

- » To understand the causes and impacts of climate change and the actions that can be taken at the local level to address them
- » To encourage participation in regional and statewide programs addressing strategies to mitigate the impact of climate change
- » To increase energy efficiency
- » To decrease reliance on fossil fuels

Policies

- » The Town will work with regional partners to address regional climate change issues related to transportation and development patterns
- » The Town will continue to improve sustainable, alternative transportation options for residents and those employed in Stratford
- » The Town will encourage the use of green technologies in new development proposals, as well as in its own facilities
- » The Town will foster development patterns that decrease automobile use and promote walkable, bikeable communities

ACTION STEPS:

1. Establish a town sustainability/ climate change committee or assign these functions to an existing committee or board
2. Develop and adopt a town sustainability plan
3. Identify critical areas at risk from the impacts of climate change
4. Prioritize acquisition of land and conservation easements for habitats most at risk from climate change
5. Acquire land and conservation easements to provide upslope “advancement zones” to accommodate rises in waterlevels adjacent to tidal marshes and in riparian areas adjacent to coldwater streams
6. Institute an energy benchmarking and tracking program for municipal buildings
7. Mandate high performance energy requirements for schools and municipal projects
8. Adopt a water hierarchy that includes water conservation, capture and storage, and water reuse similar to the well known solid waste management hierarchy
9. Partner in regional and state-wide initiatives to address borderless climate change issues
10. Update the town’s zoning to provide for sustainable development patterns that support density, walkability and conservation
11. Incorporate green design considerations into the Town’s building code and site plan review process
12. Provide alternatives to the automobile by implementing the greenway trails and streetscapes as defined in the Vision Plan
13. Raise, reinforce or relocate threatened structures from vulnerable shorelines, especially those exposed to Long Island Sound

Transportation

For background information on transportation, please see chapter 9.

Excellent road and highway access for commerce characterize Stratford's transportation system. With connections to the Merritt Parkway in the north of town and Interstate 95 running through the south/central area of town, businesses are able to expedite movement of goods and people efficiently. On its streets, however, is a different story. Traffic congestion can be intense, particularly on Main Street, Barnum Avenue and Broad Street associated with I-95 exits 32 and 33 as well as Stratford Center and the Metro North train station, where parking is at a premium. Stratford's transportation system is regionally based and shares assets in particular with Bridgeport.



The transportation goal is to adapt the transportation system to promote economic vitality, provide safe and efficient transportation options and promote healthy lifestyles.

Objectives

- » To create gateways and access points along major thoroughfares
- » To develop an intermodal system that adequately accommodates motorists, cyclists, pedestrians and public transit users
- » To promote economic development through adequate volume, access and parking on major thoroughfares and in Stratford Center
- » To increase opportunities for residents to use alternative forms of transportation including bicycles, walking and public transportation
- » To promote transit-oriented and mixed-use development to lessen reliance on automobiles
- » To increase traffic capacity in commercial areas while decreasing demand in residential areas

Policies

- » The Town will ensure that existing and future transportation infrastructure is adequate to handle current use as well as projected growth
- » The Town will support the development of a multi-modal transportation network that provides safe auto, bicycle and pedestrian access to all neighborhoods
- » The Town will collaborate with the Department of Transportation to increase access to the Town from I-95, especially at exit 33
- » The Town will use its transportation network as an opportunity to develop gateways and brand the image of Stratford
- » The Town will continue to support the further development of a greenway network as defined in the Vision Plan
- » The Town will revise land use plans to place commercial properties in areas where good transportation capacity can be provided

ACTION STEPS:

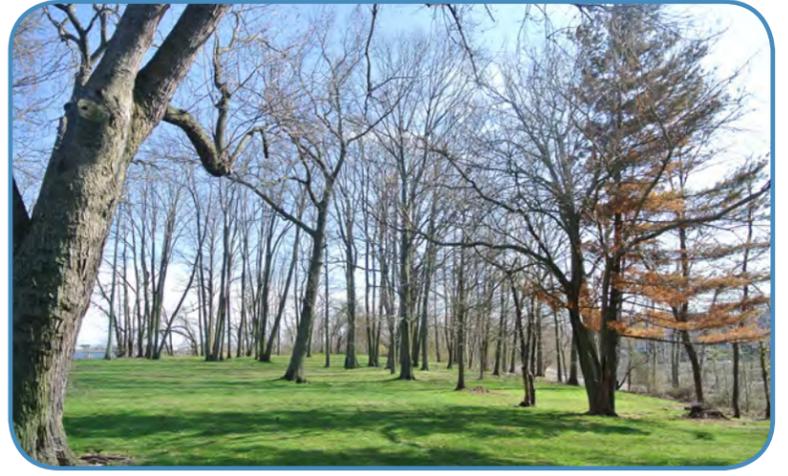
1. Work with the Department of Transportation to construct a full Exit 33 Interchange for Interstate 95
2. Improve streetscapes designated in the Vision Plan to transform them into multi-modal greenway linkages, incorporating bicycle lanes, improved pedestrian accommodations and enhanced landscaping
3. Improve waterfront connector streets with landscaping according to the Vision Plan to improve connectivity to the water
4. To continue implementation of the plan to increase parking capacity at the Stratford Train Station
5. Work with the Greater Bridgeport Regional Council to develop a long-term plan for the train-station parking lots in which they will be redeveloped with mixed use buildings that incorporate parking structures
6. Develop a comprehensive plan to evaluate the pedestrian access network throughout the Town
7. Prepare a study to evaluate the need for developing and implementing a plan for bus transit to and from the train station to increase resident use of the train
8. Perform a traffic study on the functionality of the Exit 32 interchange, considering the long-term possibility of redesigning the exit to promote traffic uses appropriate for the mixed-use nature of this area

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Open Space & Recreation

For background information on open space and recreation, please see chapter 10.

Stratford is fortunate to have spectacular waterfronts and beaches for the public to enjoy. But it also has landside open space and recreation resources. Roosevelt Forest, the asset most frequently named by residents, is a nearly 400-acre natural area with trails. It is exceeded in size only by the 442-acre Great Meadows Marsh aka McKinney National Wildlife Refuge, a federally managed wetland complex. Short Beach Complex is over 100 acres and offers golf, swimming, playing fields and courts, picnic pavilions and more. There are myriad medium and smaller parks and open spaces throughout the town, including the five-mile long Stratford Greenway. Preservation of existing open space and adding to the town's open space portfolio to meet community needs now and in the future are two challenges for the town as it considers its future.



The goal for parks and open space is to encourage healthy lifestyles, adequate play and recreation space and facilities, encourage tourism and economic activity through provision of a diverse and vibrant parks and open space system.

Objectives

- » To provide Town residents with ample opportunities for recreation and exercise
- » To increase access to the waterfront and waterways for leisure, recreation and education
- » To organize and maintain the Town's parks and open space system so needs are anticipated and budgeted
- » To develop an interconnected network of trails linking Stratford destinations to one another and to neighboring communities
- » To ensure that all residents have access to parks and open space
- » To use the parks and open space, including beaches, forests, trails and marshes as tourist draws
- » To promote the preservation of natural open spaces

Policies

- » The Town will provide ample high quality parks and recreation facilities to serve residents and visitors to Stratford
- » The Town will strive to maintain and increase quality open space on both public and private lands
- » The Town will require development along the coastline and riverfront to provide public access and connect to the greenway network
- » The Town will ensure adequate maintenance capacity for Town-owned parks and open spaces, including staffing, capital improvement funds, equipment and an ongoing maintenance budget
- » The Town will collaborate with neighboring communities to become a central hub of the regional greenway network

ACTION STEPS:

1. Nominate the Greenway Plan identified in the Vision Plan as a National Scenic Coastal Byway to improve marketability and provide new funding options
2. Commission a Boothe Park Master Plan & Feasibility study
3. Allocate adequate staffing and capital resources to ensure high quality maintenance and improvements to parks and open spaces throughout the Town
4. Seek funding to construct a multi-use greenway trail along the utility line in the north section of town, connecting Roosevelt Forest to residential neighborhoods and the greenway network
5. Continue to strive to reach the Town's open space goal of 15%, this will require approximately 300 additional acres
6. Continue to require a 10% open space set aside in new subdivisions and require homeowners to maintain the land or pay a fee to the Town to increase the open space fund, as allowed by current laws
7. Make use of the Charter Oak open space grant for obtaining funding to acquire land for open space and watershed protection
8. Enhance access to Roosevelt Forest

Historic & Cultural Resources

For background information on historic and cultural resources, please see chapter 11.

Stratford is a delightful and unique historic community. First settled by Europeans in 1639, Stratford maintains artifacts of every phase of its development from the 1640s-era Perry House on West Broad Street and Academy Hill through every residential architectural style from then until the present day. It is also a great laboratory of post World War II suburbanization and industrial expansion. In addition to a number of individually listed properties the town has a 220-acre National Register Historic District that also contains a smaller state-designated district. However, there are many historic resources located throughout the community whose importance should be recognized.



The town also boasts a myriad of cultural destinations, including the aforementioned Perry House, but also museums celebrating the legacy of the local air and space industry, Boothe Memorial Park, with its unique collection including the original Merritt Parkway Sikorsky Exit toll booths, and the American Shakespeare Festival Theater as well as a number of other attractions and destinations. The town's heritage and cultural resources are precious assets that the town can use to help revitalize the community and establish it as a destination.

The goals for Stratford's historic and cultural resources is to preserve, enhance and celebrate the town's historic and cultural resources, provide safe and efficient transportation options and promote healthy lifestyles.

Objectives

- » To promote historic and cultural resources as tourism destinations
- » To educate residents and visitors about Stratford's importance as an historic community
- » To expand the town's inventory of historic districts, buildings, structures and landscapes in order to place them on local state and federal registers of historic places

Policies

- » The Town will work in cooperation with public and private entities to ensure the protection, preservation and leveraging protection of historic properties and districts
- » The Town will support efforts to promote the area's history as a major component of Stratford as a tourism destination
- » The Town will promote listings of historical sites on local, state and national registers to ensure an additional level of review and funding opportunities

ACTION STEPS:

1. Consider the recommendations from the consultant's report on the American Shakespeare Festival Theater
2. Investigate the potential for establishing a Shakespeare Center on the theater property
3. Facilitate a partnership with the Connecticut Air and Space Center and Sikorsky Airport to establish a permanent home for a major museum center along Main Street at the Airport.
4. Develop a Culture & Innovation Campus Master Plan that incorporates public spaces and programming collaboration between the Sterling House, Stratford Library, Perry House and Baldwin Center, and links the American Shakespeare Festival Theater property to downtown
5. Develop design guidelines to protect the distinct character of the town's neighborhoods
6. Become a Certified Local Government to access grant funding and technical assistance for historic preservation projects
7. Designate districts under Connecticut's "Village District" legislation to protect historic neighborhoods through zoning regulations
8. Continue to list important buildings on the National Register of Historic places
9. Develop a system of coordinated interpretive signage, possibly along the Greenway, to identify and explain cultural resources in Stratford to passersby
10. Develop Zoning Regulations to create incentives for private property owners to preserve historic buildings

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Public Facilities

For background information on public facilities, please see chapter 12.

Because it is a Long Island Sound and Housatonic River community, Stratford has a special responsibility to ensure that its discharges into these water bodies are as clean and free of contaminants as possible. To do so, it must effectively manage the sanitary sewer and storm water systems. Another important public service the Town provides is solid waste stream management. Strong participation from residents in efforts to reduce contaminants and reduce the size of the waste stream as a whole are key to helping the town contain costs and do its part to fulfill goals for sustainability.



The goal for public facilities is to deliver the highest quality, safe, effective and efficient services possible.

Objectives

- » To ensure adequate capacity exists to serve industrial, commercial, dense residential and mixed-use development areas in accordance with the future land use plan
- » To educate residents about the importance of protecting the quality of water resources by preventing substances such as fertilizers, other contaminants and debris from entering the storm water and sanitary sewer systems.
- » To educate residents about how to reduce the solid waste stream and how to conform with existing regulations
- » To reduce impacts from flooding

Policies

- » The Town will ensure that it continues to adequately serve its residents and businesses with public infrastructure and utilities
- » The Town will encourage new development to incorporate alternative energy systems and buildings systems that minimize consumption
- » The Town will require that all new development manage stormwater on-site and make efforts to reduce runoff
- » The Town will invest in infrastructure that increases the capacity for economic development in areas consistent with the Vision Plan
- » The Town will employ best management practices in considering public facility operations and upgrades
- » Land uses within the flood hazard areas shall be raised above or otherwise protected from current and future flood heights

ACTION STEPS:

1. Require that new development must manage all stormwater on site
2. Ensure methodical review and upgrade of the town's aging infrastructure
3. Continue efforts toward upgrading the Town's infrastructure with regard to potential impacts of climate change
4. Work to reduce pollutants in stormwater flow to the Long Island Sound
5. Educate residents regarding efficient power usage, waste reduction, efficient use of fertilizers and improved recycling habits
6. Develop a plan to deal with town-generated waste that has been constrained since the closure of the town's landfill
7. Implement the recommendations contained in the Natural Hazard Mitigation Plan
8. Perform engineering studies to determine the best way to protect infrastructure subject to extreme flooding
9. Develop a comprehensive traffic study that will provide a long range plan for improving traffic conditions as the POCD is implemented in the future, including identification of problem areas that would impact future development
10. Perform an update to the 2001 Sewage Facility Plan to identify sewer capacity issues, including identification of problem areas that would impact future development. Identify improvement plans to increase capacity that may be needed to fully implement the POCD, including plans to reduce inflow and infiltration into the sewer system

Community Facilities & Services

For background information on community facilities and services, please see chapter 13.

The Town of Stratford is responsibly managing its budget to provide key service delivery to residents such as public safety, education, library and community centers. Budget shortfalls have been managed through increases in user fees, department revenues and taxes resulting in a tax increase that averages \$57 a year. The town's efficiency should be lauded. In an environment in which the weak national economy stretched municipal budgets to the breaking point, Stratford seems to be surviving pretty well. As it looks to the future, the town is putting a larger focus on economic development to increase investment and employment to expand the tax base. However, residents complain about a lack of routine maintenance of amenities such as streets, sidewalks and trails.



The goal for community facilities is to deliver key services to residents professionally and efficiently.

Objectives

- » To protect the public's health and safety with adequate fire and police protection
- » To ensure that public and governmental facilities are accessible for resident use, understanding and input
- » To ensure that the town's finances are professionally and carefully managed to deliver the highest level of services and programs as efficiently as possible

Policies

- » The Town will make every effort to increase efficiency of its public services and eliminate duplication of services
- » The Town will collaborate with neighboring and regional municipalities and organizations to consolidate duplicated services where feasible
- » The Town will continue to invest in its education system to improve Stratford as a desirable place to raise a family
- » The Town will foster collaboration with its cultural and educational institutions to diversify learning, encourage innovation and grow the Culture & Innovation Campus defined in the Vision Plan

ACTION STEPS:

1. Facilitate a partnership between cultural and community anchors related to the Culture & Innovation Campus identified in the Vision Plan to offer education and innovation programming to Stratford residents and visitors
2. Develop a maintenance schedule to assure that all Town buildings and properties undergo a regular programs of repairs and maintenance to minimize the dramatically high costs brought on by years of postponed repairs
3. Promote the shared use of public spaces and facilities
4. Incorporate high quality standards of design into newly developed public buildings and spaces
5. Monitor future public investments in acquisition, new construction/ additions and improvements in relation to the delivery of service to the maximum number of Stratford residents and businesses and for the highest priority public service needs
6. Collaborate with neighboring and regional municipalities and organizations to consolidate duplicate services where feasible
7. Institute a process of review of the Capital Improvement Plan and Annual Capital Budget by the Planning Commission to discuss municipal projects during the planning stages before substantial investments have been made
8. Recommend the Board of Education complete an enrollment and space utilization study of all schools to determine current and projected facility needs

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Waterfront

For background information on the waterfront, please see chapter 14.

Stratford's most important asset is its 14 miles of waterfront shorelines along the Housatonic River and Long Island Sound. Comprised of a diversity of waterfront types that include conservation areas, natural beaches, recreation, industry, commerce and private residences, the town's waterfronts are its defining features. The town is responsible for ensuring that Stratford's waterfronts are protected for the use of residents and businesses in ways that enhance quality of life, the environment as well as economic development opportunities. Moving into the future, the town should strive to achieve a balance where the waterfront can serve as a tremendous stimulus for private economic growth while providing a world-class public waterfront for residents of Stratford.



The goal for the waterfront is to preserve and enhance Stratford's diversity of shorelines, providing opportunities for public access, recreation and appropriate commercial development.

Objectives

- » To provide continuous access, in perpetuity, to the Town's public waterfront areas
- » To develop transportation infrastructure that connects residents to the waterfront
- » To leverage the Town's waterfronts to stimulate appropriate private development and economic growth
- » To conserve naturalized waterfront areas and remediate waterfront properties and waterways that have suffered from contamination
- » To develop an iconic brand for the Town as a world-class waterfront community

Policies

- » The Town will make every effort to conserve and enhance its waterfront properties
- » The Town will ensure public access in perpetuity for all new waterfront developments where feasible
- » The Town will develop its greenway network as a means to connect its neighborhoods with its many waterfront areas
- » The Town will leverage its waterfront appropriately for iconic commercial and mixed-use development
- » The Town will work to facilitate the gradual removal of non-water dependent structures from its shorelines

ACTION STEPS:

1. Expand public access opportunities to the Town's waterfronts
2. Continue to expand the Stratford Greenway consistent with the recommendations outlined in the 2008 Stratford Pathways Study
3. Allow for well designed mixed-use and commercial development in designated areas along the waterfront
4. Establish waterfront design guidelines
5. Provide additional waterfront recreation activities
6. Redevelop American Shakespeare Festival Theater property
7. Establish new walking trails and fishing spots along the waterfront
8. Provide significant public access and activities at the Stratford Army Engine Plant property that include trails, a boardwalk, pier access, public spaces and an amphitheater
9. Implement the recommendations of the current Harbor Management Plan
10. Develop birdwatching accommodations
11. Develop a Coastal Resiliency and Restoration Plan to re-establish the natural coastal environment that balances environmental considerations, economic development and recreational access

Brownfields / Redevelopment Potential

For background information on brownfields, please see chapter 15.

Among the major challenges that the Town of Stratford faces presently and moving into the future, is a number of distressed properties that have been subject to environmental contamination. These parcels have major impacts upon surrounding properties and the town as a whole; they are unproductive, often in disrepair, they require maintenance and limit the town's tax revenues. They can also have a negative impact upon surrounding property values in the town and impede new growth. Among the town's top priorities is managing this issue, facilitating the redevelopment of these properties back into productive use.



The goal for brownfields is to facilitate the remediation and/or redevelopment of these properties according to the future land use plan, fostering economic growth and strengthening the local tax base.

Objectives

- » To facilitate the remediation of brownfield properties
- » To facilitate the transfer of ownership of brownfield properties to private entities intent on occupying or developing
- » To provide new, shovel ready development sites for economic growth
- » To foster the redevelopment of the Stratford Army Engine Plant as a major, mixed-use waterfront development that provides jobs, waterfront access and a strengthened tax base
- » To remove buildings in flood zones as part of brownfield site remediation projects

Policies

- » The Town will work with landowners and partners to facilitate the remediation of brownfield properties and their eventual redevelopment
- » The Town will continue to seek funding for brownfield remediation
- » The Town will work with prospective buyers/developers to return foreclosed properties to private ownership and contribute to the tax roll
- » The Town will incentivize the redevelopment of brownfield and foreclosed properties that are consistent with the Vision and Future Land Use Plan
- » The Town will work with the private developer and federal government to facilitate the remediation and redevelopment of the Stratford Army Engine Plant

ACTION STEPS:

1. Continue to work with partners to clean up Raymark waste sites for redevelopment
2. Work with the Army and the designated developer of the Stratford Army Engine Plant to develop a plan for remediation and redevelopment that will bring jobs, economic growth, an increased tax base and public leisure opportunities to the town
3. Continue to seek state and federal funding to evaluate and potentially remediate existing brownfields throughout the town
4. The town should amend the zoning code to allow for increased densities in areas designated by the Future Land Use Plan to incentivize the redevelopment of brownfield properties
5. Considering their potential for redevelopment and revitalization, prioritize the five properties identified in Section 15.2 for environmental remediation
6. Develop a new zoning district to promote the redevelopment of the Stratford Army Engine Plant property as a mixed-use destination on the waterfront provided that site plans are approved and state environmental review is undertaken

REDEVELOPMENT FUTURE

ENVISIONING THE FUTURE

1.2 Stratford Vision Plan

The Vision Plan is the graphic expression of the goals, applied spatially to the town and its distinct neighborhoods. The plan serves as the conceptual rationale for defining future land use and better organizes the town.. The Vision Plan is also a manifestation of the ideas and values that have been expressed by the public throughout the planning process.

The spirit of the Vision Plan is Stratford as a premier residential community of choice, employment and recreation. The vision promotes healthy, active lifestyles where residents and places of work and commerce are integrated into a dynamic coastal recreation network and anchored by a walkable, historic urban center.

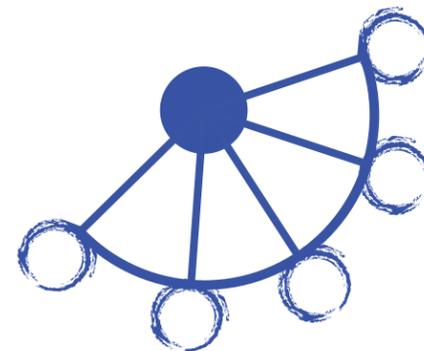
The vision plan is a template. It helps leaders identify areas for future development. The vision plan depicts areas for development, connectors, streetscape improvements, trails, and signature corridors. The Vision Plan outlines a future for Stratford as a very nearly built out town with a network of greenway connections. The vision plan outlines a future in which the natural landscape is preserved to the greatest degree possible but where development can and should take place. The Vision Plan sets the context for the Future Land Use Plan.

A Greenway Community

The central organizing component of the community is the expansion of the greenway into a townwide network linking into regional networks. Building upon the successful Stratford Greenway, the concept creates a system of multi-modal linkages that will connect neighborhoods with urban downtown areas, employment centers, recreation facilities and the entire Stratford waterfront. Where feasible, off-road multiuse paths will be incorporated, such as at Stratford Point and Long Beach. Where there is not an opportunity for an off-road trail, the street should be upgraded to greenway status to provide multi-modal linkage.

Stretching the coastal length of the town, the greenway connects all waterfront points from Long Beach to Sikorsky Aircraft. Along the waterfront, a series of commercial and recreation hubs serve as the focal points of waterfront development. At those points, streetscape improvements should directly link residents and workers with many points along the waterfront. This system should be developed on a “hub and spokes” model in which the more central areas of the town are continuously linked to waterfront points. The system will also connect through Merritt Parkway to the larger state-wide greenway system.

Figure 1: Hub & Spokes Model



The Stratford Greenway Network has numerous benefits. It is a dynamic recreation system, linking open spaces and providing safe travel routes for bicyclists, runners and pedestrians. It will offer alternative and active commuting options, connecting residences to places of work and the transit station in ways that do not require an automobile. It will better connect the town to existing revitalized and new waterfront commercial areas, supporting businesses and new economic growth along the water. It will also strengthen the Transit Oriented Development hub surrounding the rail station, encouraging walking and bicycling while lessening the future strain upon parking needs surrounding the station. Finally, the Greenway network will brand Stratford for future residents and businesses as an iconic Connecticut coastal town, creating a desirable place for individuals and employers, alike, to relocate.

Preserving Important Landscapes

The Long Island Sound is Stratford’s naturalized waterfront, featuring a national wildlife refuge, a barrier beach and natural sand beach. To every extent, this waterfront character will be preserved and enhanced. Public access is provided continuously along the water and private development should be restricted from directly occupying shorelines. As opportunities arise, privately occupied shoreline can be returned to public ownership and/or access. This naturalized shoreline offers a unique contrast to the more commercially-developed Housatonic River lining the eastern border of the town.

North of Interstate 95, Stratford is a residential community developed within a sprawling collection of green and forested landscapes. Roosevelt Forest is the jewel of the north end of Stratford. It, among many smaller parks, open spaces and forests, is integrated into residential neighborhoods with Greenway Linkages. Along the public utility line running north-south from Main Street to the northern boundary of the town, a multi-use trail will serve as a central thoroughfare connecting Roosevelt Forest with residential developments and the waterfront greenway.



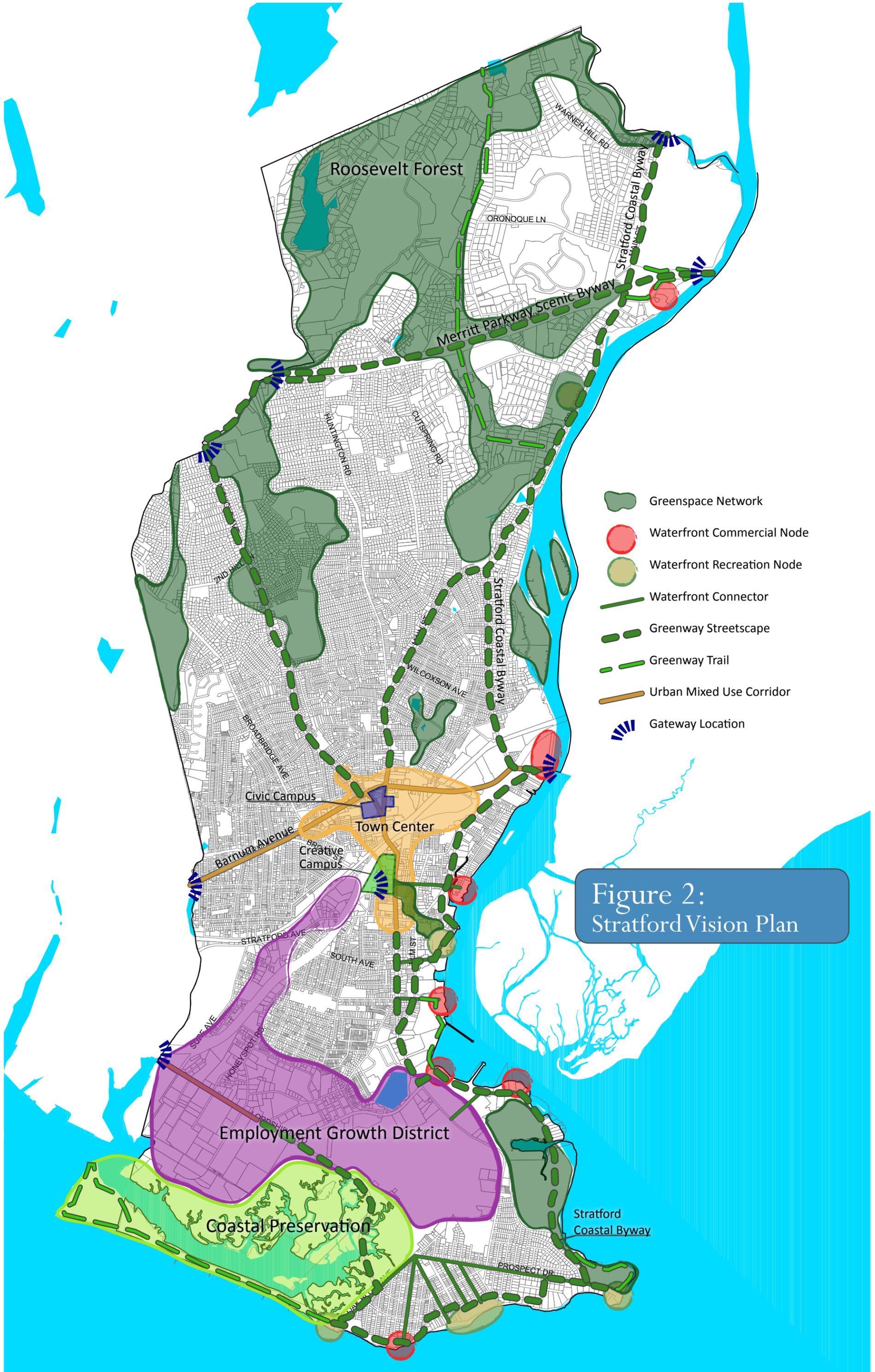


Figure 2:
Stratford Vision Plan

FROM CONCEPT...

Stratford Town Center

Stratford Town Center is the mixed-use, transit-oriented development (TOD) urban core of the community. Building upon the recently established TOD zone, the Town Center will be strengthened with new development and identity that will create a brand for Stratford's urban core. Connected by a reconstructed Main Street, featuring bicycle lanes, traffic calming measures and a traffic circle at the corner of East Broadway and Main streets, Stratford's primary downtown will be the center of commerce for the Town. At the center, an enhanced transit station will support denser development at the core of the downtown. The northern and southern ends of downtown will each be anchored by a campus-style downtown development, aimed to provide physical organization, branding abilities and the potential for economic growth.

Culture & Innovation Campus

Some of Stratford's most important community and cultural assets are located in the southern end of downtown. The collection of assets includes the Sterling House, the Stratford Library, the Baldwin Senior Center, the Perry House and a number of religious congregations offer an opportunity to rebuild the primary gateway to Stratford Center as a cultural education destination and inspiring brand for the Town. The uniquely historic streetscape of Broad Street should be enhanced and continue into the campus setting as a series of streetscapes and mid-block pathways to provide an appealing pedestrian connectivity network. Linking the many anchors of the Civic Campus physically will be complemented by programmatic coordination, offering educational series focused upon fostering creative innovation and entrepreneurial endeavors.

The campus will be linked through Broad Street and Academy Hill to a revitalized American Shakespeare Festival Theater, literally drawing the theater's world-renowned cultural brand into the downtown. This walkable district will anchor Stratford as a cultural hub of the Long Island sound and support economic growth in tourism and a culture-based business community.

Civic Campus

The major public buildings in Stratford Center comprise the Civic Campus, stretching from Barnum Avenue, south towards the rail bridge. Combining the Town Hall and Fire Station Properties, the campus returns the town center to a location focused upon promoting civic identity and providing green open space in the center of the urban downtown. Parking facilities for the town hall and high school should be consolidated into a structured parking ramp, to allow for more organized automobile access to municipal properties and to open up opportunities for greenspace that extends, north to Barnum Avenue. This campus will have a prominent presence on both Main Street as well as at a newly constructed traffic circle at the intersection of Main Street and Barnum Avenue, one of the town's most significant intersections. The greenspace should be used for public events, festivals and markets, creating a unique destination that complements and supports downtown's walkable business district. Barnum Avenue, heading west, should be redeveloped as a mixed-use urban streetscape to capitalize upon its status as a section of Boston Post Road.

Housatonic Riverfront

Stratford Center will be linked to the Housatonic riverfront by a series of walkable streetscapes, including Broad Street and Ferry Boulevard. Ferry Boulevard will be redeveloped as a unique waterfront commercial strip surrounding East Broadway and fronting a remediated Ferry

Figure 3: Stratford Center & Housatonic Riverfront Concept



- 1 - Culture & Innovation Campus
- 2 - West Broad Street Gateway
- 3 - Academy Hill
- 4 - American Shakespeare Festival Theater & Grounds
- 5 - Bond's Dock
- 6 - Broad Street Marina
- 7 - Ferry Creek Naturalized Area Wetlands
- 8 - Ferry Creek Commercial/Transit Oriented Development
- 9 - Civic Campus & Festival Green
- 10 - Stratford Rail Station & Transit Oriented Development
- 11 - Extended Rail Platform
- 12 - Pedestrian Bridge
- 13 - Potential Rail Station Parking Structure

Creek wetland and open space area. To the south, additional waterfront commercial nodes will be developed at the terminus of Broad Street as well as Bond's Dock. These developments should support commercial boating and entertainment along with public access to the riverfront.

Lordship Boulevard Employment District

The Lordship Boulevard industrial area, adjacent to the Town's border with Bridgeport, will be redeveloped as a high-density corporate office and light-industrial park. Enhancing Lordship Boulevard as the area's anchor with taller, mixed-use buildings will increase the area's developable square footage and serve to announce the town

TO BUILD-OUT.

as a center of business-oriented prominence. North and south of Lordship Boulevard is a more office park type setting. Anchored by a central, linear greenspace, the park will take advantage of the district's environmental location adjacent to the Great Meadows Marsh and continue the campus-like feel across Lordship Boulevard. The roadway network should be improved and linked at the northern and southern ends to provide more continuous access and improved vehicular circulation throughout the district. As buildings are developed, site plans should be approved that support the organized, campus setting shown in the graphic below. Several sites throughout the district present locations for major corporate offices adjacent to the surrounding natural settings. This district will be facilitated, over time, by revised zoning regulations that encourage denser development that can allow opportunities for taller structures as well as more urban site plans.

Stratford Army Engine Plant

A landmark redevelopment for the Town of Stratford will be the dormant Army Engine Plant on the Housatonic River. This development is envisioned as a major mixed-use center for living, employment and recreation. Anchored by a central open space surrounded by mixed-use development that stretches, linearly from Main Street to the water. The site will be developed with a mix of commercial, mixed-use and mid-rise residential development that incorporates boardwalk retail and entertainment venues. There will be the opportunity for iconic commercial office development that can play off of the prominence of the location. Fronting the River will be a continuation of the Stratford Greenway; a multi-use roadway and public access along the length of the shoreline.

Fronting Main Street will be an urban, mixed-use streetscape featuring retail, restaurants and residential on the upper floors. Precedent photos adjacent to the plan diagram highlight the scale and style of development that would be appropriate at the property. Across the street, the historic hanger on Sikorsky Memorial Airport should be redeveloped as the permanent home of the Connecticut Air and Space Center, offering space for major exhibits on the grounds of an operating aviation facility. This museum will be the western anchor of the central open space leading to the water.

Figure 4: Lordship Boulevard Employment District Concept



- 1- Lordship Boulevard Mixed-Use Spine
- 2 - Green Open Space Campus Promenade
- 3 - Corporate Office Potential
- 4 - Office/Industrial Flex Space Potential
- 5 - Wetland Expansion & Stormwater Detention

Figure 5: Stratford Army Engine Plant Concept



- 1 - Waterfront Greenway & Boardwalk
- 2 - Waterfront Commercial & Entertainment
- 3 - Open Space
- 4 - Pedestrian Promenade
- 5 - Potential marina
- 6 - Connecticut Air & Space Center
- 7 - Engineered Materials Arrestor System

Precedent Development Styles



TO BUILD-OUT. FUTURE DEVELOPMENT

FUTURE LAND USE

1.3 Future Land Use Plan

The Future Land Use Plan is a general description of the type and scale of land uses anticipated to implement the Futures Concept in the Town of Stratford. The map is not intended to be a zoning map. The boundaries between land uses are not sharp demarcations, but general locations with some flexibility. Multiple zoning districts may exist within any given future land use designation.

1.3.1. Open Space/Preservation

The Open Space/Preservation designation is for areas that should only be developed for recreational use. These areas include existing parks and tidal wetland areas. Parks can be developed with recreational facilities including museums, pavilions, swimming facilities, changing rooms, restrooms, as well as athletic fields and play equipment. Wetland areas should have no structures. Trails and interpretive signs may be appropriate in certain areas. Any land within a different future land use designation that is subsequently acquired for recreational space should also be considered within this category.

1.3.2. Residential/Open Space

The Residential/Open Space future land use is characterized by larger residential lots and residential developments with ample open space components. Some community services could be permitted. The designation does not preclude small commercial nodes along major corridors. Some parcels could be acquired for forest preserve. The land uses features approximately one dwelling unit per acre.

Figure 6: Bond's Dock Conceptual Mixed-Use Redevelopment



1.3.3. Medium Density Residential

Medium Density Residential Areas incorporate predominantly single family homes, in addition to some multi-family structures. Generally, these areas have two to four dwelling units per acre. Community services are essential within this future land use. Infill development of vacated properties should be incentivized. The designation does not preclude small commercial nodes along major corridors.

1.3.4. High Density Residential

High Density Residential is similar to Medium Density Residential, except development patterns are approximately five to 11 dwelling units per acre.

1.3.5. Traditional Neighborhood

The Traditional Neighborhood designation should include a mix of commercial, community, and residential uses within the scale of existing development. The historic character should be preserved through the development of design standards.

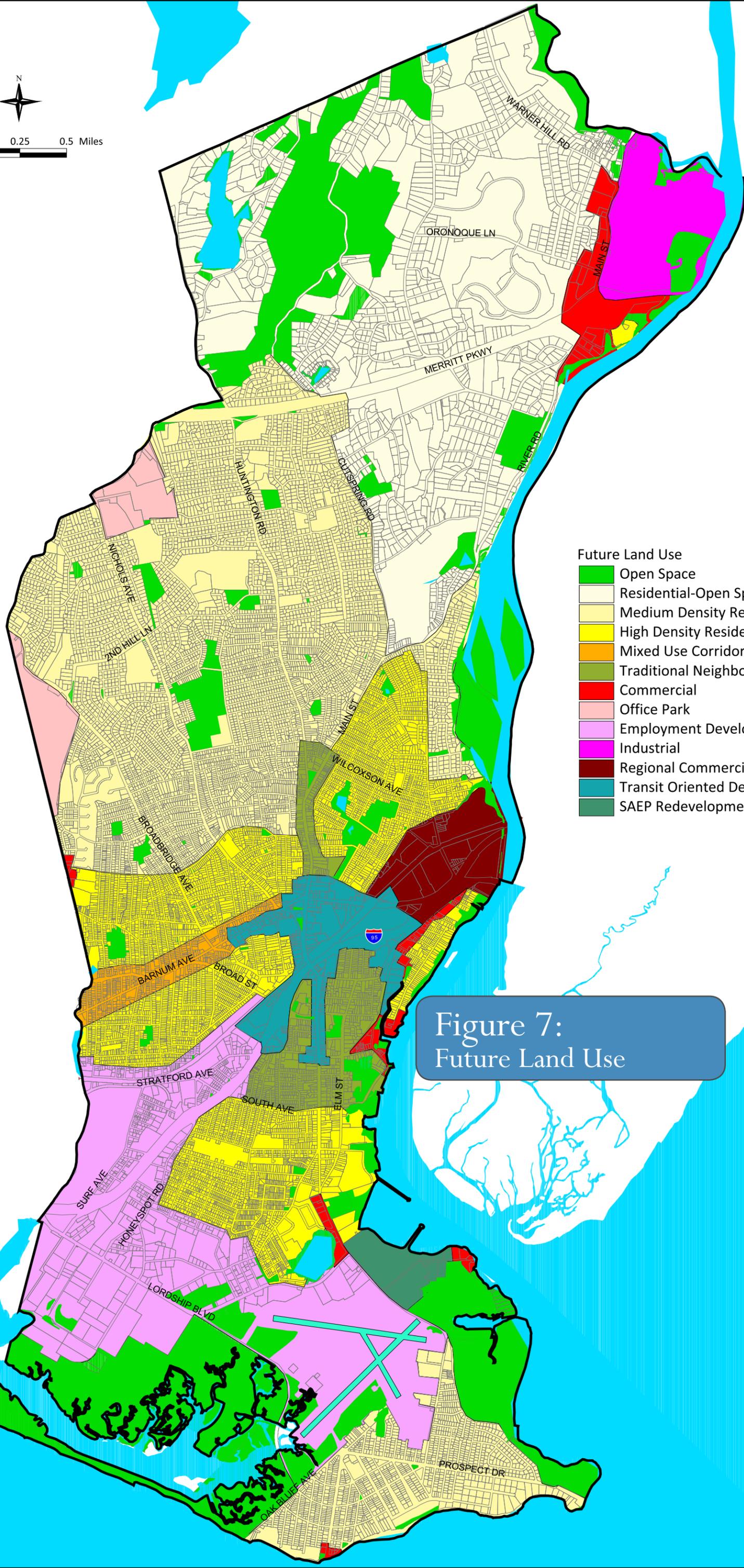
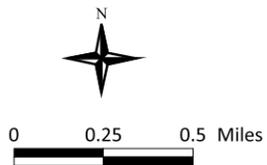
1.3.6. Transit Oriented Development

The Transit Oriented Development land use is located surrounding the train station. The area can intensify through vertical expansion. An intensification of residential units can support commercial uses in a walkable environment. The area would be an ideal location for commuters in an environment of rising gas prices. Historic structures within this designated area should be preserved.

1.3.7. Commercial

In the Future Land Use Plan Commercial land use is designated for specialized commercial uses that take advantage of their location along the waterfront or proximity to employment centers. Restaurants, hotels, and boating facilities are appropriate uses.

Bond's Dock presents an opportunity to serve as the town's mixed-use waterfront commercial node. Improving public access to the water, this location can be a defining feature of Stratford's waterfront brand, connecting water recreation with urban vitality.



- Future Land Use**
- Open Space
 - Residential-Open Space
 - Medium Density Residential
 - High Density Residential
 - Mixed Use Corridor
 - Traditional Neighborhood
 - Commercial
 - Office Park
 - Employment Development
 - Industrial
 - Regional Commercial
 - Transit Oriented Development
 - SAEP Redevelopment

Figure 7:
Future Land Use

FUTURE LAND USE

1.3.8. Office Park

The Office Park land use is designated for areas currently used or planned for office campuses and medical facilities.

1.3.9. Mixed-Use Corridor

A Mixed-Use Corridor is designated along Barnum and Boston avenues. The designation is intended for the eventual transformation of these corridors into a well-designed mixed-use areas with retail on the first floors and residential uses on the second and third floors. Buildings are oriented to the street with minimal setbacks. Parking facilities are located in the back. Streetscape improvements which improve the character and pedestrian circulation will be necessary as part of the transformation

1.3.10. Regional Commercial

The Regional Commercial designation is an area for large scale retail uses that require access to major thoroughfares. Parking areas should be limited as much as practical and well designed with landscaping. A public transportation node should be established as an alternative to excessive parking. Residential uses are not appropriate in this area.

1.3.11. Industrial

The industrial land use designation is reserved for the expansion of Sikorsky Aircraft Corporation.

1.3.12. Employment Development

The Employment Development designation is located in the current industrial belt of Stratford. The area is intended to continue to be an area of employment, but transform over time into a mix of light industrial

Figure 8: Lordship Boulevard Conceptual Redevelopment



A conceptual redevelopment of Lordship Boulevard according to the future land use plan will provide for an opportunity to redefine the streetscape with urban, mixed use structures that support compact, walkable development. The following illustration depicts the character impacts that zoning updates and design guidelines can have upon this area, long term.

uses and signature corporate offices. Vertical growth will be encouraged over single story large floor plate buildings with long blank walls. Large parking surfaces should be replaced by parking structures located along the first two floors of structures. This parking design will minimize damage during floods. Offices and residential units can take advantage of breathtaking Long Island Sound views. Outdoor material storage will be eliminated. Sikorsky Memorial Airport is located within this future designation. In its current capacity, the airport is conveniently located for corporate headquarters with mobile executives. If at some point, the airport ceases operation, the area can become an expansion of the light industrial office park development with a mix of residential uses.

1.3.13. Stratford Army Engine Plant Redevelopment

The Stratford Army Engine Plant property should be redeveloped as a mixed-use waterfront development area, featuring a mix of commercial, entertainment, residential, public and marina uses. This property should maintain continuous access along the waters edge and provide public-oriented uses such as plazas, greenspace and a marina. The property should also function as a connection between Main Street and the River.

1.4 Considering Impacts

The Future Land Use recommendations and subsequent zoning changes have the potential to substantially impact the town's existing infrastructure and transportation capacities. Though not entirely direct, the impacts of growth are inevitable and must be accounted for in the town's ongoing maintenance and improvements to public infrastructure.

Given the town's present condition as largely built out, the town is generally served throughout by public water, sewer and related infrastructure, with a few exceptions. As a result, most areas will not require new infrastructure to increase capacity since they will not experience more intense usage. This includes the residential and open space zones. Other areas which are targeted for more intense uses as they are redeveloped could potentially require expansions of utility infrastructure to stimulate and support their growth. The Town of Stratford should prioritize the gradual expansion of infrastructure in these areas, as needed and afforded, to produce new economic development.



Build Out Methodology

A build out analysis was performed on the areas proposed for redevelopment by the future land use plan. This was accomplished using Geographic Information System (GIS) software. GIS can calculate areas, select features based on location, and summarize by a given attribute. Each area possesses different forms of existing development and different redevelopment patterns are proposed for each. Therefore, the methodology used to calculate build out potential is different for each area. The following describes the methodology used on each.

Transit Oriented Development

Parcels were selected from within the Transit Oriented Development area. Parcels that contained community service uses were eliminated. This was done so that existing uses such as churches, cemeteries and government buildings were not factored into the area of existing development or the redevelopment area. Existing development was determined by summarizing the areas of building footprint within commercial parcels and then within industrial parcels. This assumes that existing commercial and industrial development in this area is one story. Existing residential units were determined using the detailed land use of the parcels. The area of the parcels were summarized then divided by two to achieve a 50% building coverage. Two floors were assumed to be dedicated to commercial uses with two stories of residential uses above. Commercial area was determined by multiplying the building area by two. The number of residential units was determined by multiplying the building area by two and dividing by 1,500 square feet, an allowance for living space which also factors in common areas.

Employment Development Area

Parcels were selected from within the Employment Development Area. The parcels were further divided into a mixed use employment corridor fronting Lordship Boulevard to a depth of 500 feet and a commercial/industrial mixed use area not fronting Lordship Boulevard. Parcels with community service uses were eliminated from the build out. Existing development was determined by summarizing the areas of building footprint within commercial parcels and then within industrial parcels. The building area was multiplied by 1.5 to reflect an average building height since buildings in this area generally have one or two stories. The number of existing residential units was determined using the detailed land use of the parcels. The area of the parcels was summarized then divided by two to achieve a 50% building coverage.

Within the parcels along Lordship Boulevard, two floors were assumed to be dedicated to commercial uses with two stories of residential uses above. The number of residential units was determined by multiplying the building area by two and dividing by 1,500 square feet. Parcels that were not on Lordship Boulevard were assumed to be redeveloped with a mix of commercial and industrial uses between one and two stories, similar to the existing development. The parcel areas were summarized, divided by two, and multiplied by 1.5 to obtain a build out of commercial/industrial uses.

Barnum Avenue

Parcels were selected from within the Barnum Avenue mixed use corridor area. Parcels that contained community service uses were eliminated. Existing development was determined by summarizing the areas of the building footprint within commercial parcels. There were no industrial uses in the area. The building area was multiplied by 1.5 to reflect the mix of one and two story buildings currently existing along Barnum Avenue. The area of the parcels were summarized then divided by two to achieve a 50% building coverage. The first floor was assumed to be dedicated to commercial uses with two stories of residential uses above. Commercial area was equal to the building area and the number of residential units was determined by multiplying the building area by two and dividing by 1,500 square feet.

Transitional Build Out

The build out analysis is designed to determine the maximum amount of development possible with 100% efficiency. Such development cannot be expected to take place at one time. Therefore, the build out analysis also presents figures demonstrating 25% of the development as a realistic near-term expectation. Since existing development is not eliminated a transitional build out analysis is included to reflect incremental change. The transitional build out assumes that 25% of the full build out would displace 25% of the existing development. The transitional build out was calculated by adding the 25% build out to 75% of the existing development.

The following matrix details the full redevelopment build out potential of each of these areas, as well as the transitional build out. The numbers should serve as a guide for new infrastructure capacities in evaluating capital improvement plans and infrastructure plans. Investments in infrastructure should be considered a component of economic development

Table 1: Maximum Build-out Potentials

Location	Existing	Full Build Out	25% of Full Build Out	Transitional Build Out
Transit Oriented Development	1,400,000 sq ft commercial	5,676,000 sq ft commercial	1,419,000 sq ft commercial	2,469,000 sq ft commercial
	220,000 sq ft industrial			165,000 sq ft industrial
	45 residential units	3,780 residential units	950 residential units	980 residential units
Employment Development Area	858,000 sq ft commercial	3,700,000 sq ft commercial	925,000 sq ft commercial	1,568,500 sq ft commercial
	947,000 sq ft industrial	18,900,000 sq ft commercial/industrial	4,725,000 sq ft commercial/industrial	5,435,000 sq ft commercial/industrial
	290 residential units	2,450 residential units	610 residential units	825 residential units
Barnum Avenue	202,500 sq ft commercial	468,000 sq ft commercial	117,000 sq ft commercial	269,000 sq ft commercial
	85 residential units	625 residential units	150 residential units	190 residential units



RECOMMENDATIONS

1.5 Recommendations & Implementation

The Town of Stratford is a unique and diverse municipality, spread along 14 sprawling miles of various waterfronts. Its location along a major interstate highway, intercity rail line, a proximity to North America's largest metropolis, combined with elements of a historic New England Character and the waterscapes of the Long Island Sound and Housatonic River. The town has both opportunities and challenges for development and growth. Consequently, it is up to the Town and its residents to ensure that the future development is in character with the town and adds to the local quality of life. In commissioning the update of the Plan of Conservation & Development, the Town of Stratford has taken a proactive approach in regards to development issues over time. It recognizes the pressures that potential new development places upon the existing environment, character and quality of life in and the need for planning to ensure that new development has the most positive impact.

1.5.1. Priority Recommendations

The recommendations and implementation section includes a series of more than 100 direct action steps for achieving the defined vision for the future of the Town. At the forefront of these steps are some priority actions that need immediate attention:

Adopt the Plan of Conservation & Development

The Town of Stratford must immediately put the adoption of the Plan of Conservation & Development Update into motion to ensure that the community has its defined vision for the future and action plan for how to achieve that vision.

Create an Ongoing Public Process

The Town of Stratford Plan of Conservation & Development is a dynamic public document. It should be accessible to the local population, offering residents, business and developers every opportunity to be well informed about the vision for the future of the Town. The Plan should be prominently featured on the Town's website in PDF or an interactive format. The Town should also develop multi-faceted public information program that allows residents to be informed of all Plan of Conservation & Development news as well as related developments, events and/or meetings. The program should include, but not be limited to news updates on the Town website, an electronic list-serve and posting in the local newspaper.

Update Zoning Code

An update and consolidation of all land use regulations and the zoning code is an immediate recommendation. This would include:

- Revise zoning code
- Adopt revised subdivision regulations
- Develop and adopt design standards

These measures will allow the Town to direct growth to appropriate areas for the protection and enhancement of the environmental and visual character of the Town. Revision of the Town's zoning should address the following issues that arose during the development of the Plan of Conservation & Development Update:

- The code should reflect the Future Land Use Plan, not the current pattern of land uses
- The primary focus of a new zoning ordinance should be to create new opportunities for development and encourage positive design
- Development, implementation, and enforcement of design controls will improve the continuity of development and the visual impacts of development
- A general reorganization of the Code will make it easier to use

1.5.2. Zoning Recommendations

The following are general recommended revisions to the code:

Mixed Use Corridor

A new zoning district is needed to create this type of development. While some commercial districts allow residential uses, they don't mandate it in a mixed use style building. Design guidelines are needed that promote three story buildings with commercial uses on the first floor. Maximum setbacks should be used. There should be standards for design, roof types, window coverage, building material, and alignment (but not to a point of over regulation). Parking should be located in the back.

Transit Oriented Development

A new zone is needed for transit oriented development. No zoning district permits heights necessary for transit oriented development. Buildings should be mixed use with commercial uses on the first floor. Buildings should be limited to four stories but may exceed that height through special exception as defined in the Zoning Regulations. New development should be compatible to the character of existing community services and historic structures. The Main Street clause for residential conversions should be eliminated.

Regional Commercial

Parking requirements can be reduced and maximums applied. Design standards are needed to control long unarticulated walls

Office Park

The existing Office Park Zoning District needs to be changed to allow a greater floor area ratio (FAR) or eliminate the FAR. The maximum building coverage and minimum impervious area requirements are sufficient. The minimum lot size should be reduced to five acres. Heights can be increased to allow eight stories. Residential units should be allowed within office buildings. Design guidelines should be created, but they should allow for flexibility in design.

Employment Development

Several zoning districts may be appropriate within the employment development future land use. The intent is for the area to transform into office park development. The changed Office Park District would be sufficient for this type of development. Light Industrial uses would still be permitted for employment opportunities. The existing light industrial districts should contain design standards which eliminate unarticulated facades. Horizontal building masses should be reduced. Outdoor storage needs to be controlled. Along some corridors, the new Mixed Use Corridor District may be appropriate. Airport clearance regulations may be applicable in some areas.

Residential

The existing residential districts are sufficient for the residential future land use areas.

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1.5.3. Implementation Guidelines

As Stratford seeks to implement the actions necessary to realize its vision of the future as expressed in the Plan of Conservation & Development Update, the Town should follow a set of guidelines, designed to provide a framework for addressing the recommended actions in the plan, as well as actions that are proposed and implemented in the future:

- **Guideline 1:** The appropriate boards and commissions should be assigned the responsibility of developing strategies and actions to implement the Plan of Conservation & Development Update
- **Guideline 2:** The Plan of Conservation & Development Update is a binding document and its recommended measures should be adopted and implemented
- **Guideline 3:** The Town should expedite review and approval of development proposals deemed consistent with the Plan of Conservation & Development Update, land use and other regulations
- **Guideline 4:** Revisions, amendments and deletions of Goals, Objectives and Policies or to the Plan of Conservation & Development Update itself should be recommended by the Plan of Conservation & Development Committee and referred to the Town Council for review and possible action

1.6 Implementation Matrix

As the Town of Stratford adopts this Plan of Conservation & Development as a guiding document for the future, the most important phase becomes the actual implementation. It is essential to develop strategies to ensure that implementation occurs and the vision developed in the Plan of Conservation & Development comes to life. The implementation matrix below is a series of action-oriented tactics to bring the plan into reality. The Implementation Strategy is organized in a way that is straightforward, useful and comprehensive as the plan itself. The recommendations are arranged in a matrix according to the major investigative fields included in the inventory. There are more than 100 recommended actions in the matrix intended to guide development in Stratford over the next 10 years. For each action, a time frame and, if available, an estimated cost are given for completing the item. Responsibility is assigned for each recommendation, designating the parties that must carry out the action. It is anticipated that new actions for implementation will be developed during the five-year update to replace those that have been successfully implemented.

Table 2: Implementation Matrix

Task	Responsibility	Estimated Cost	Priority
General and Overall			
A	Adopt the Plan of Conservation & Development	• Town Council • Planning Commission	- Immediate
B	Continue to foster a collaborative relationship with the mayoral office, town council, town departments, town commissions and other local entities such as the school board	• Town Council • Town Mayor • Town Departments • Town Commissions	- Immediate & On-Going
C	Use the Plan of Conservation & Development Committee to continually revise and update the Plan, its goals, policies and objectives; as well as to measure progress of implementation of the plan	• Town Council • Planning Commission	- Immediate & On-Going
D	Adopt the Future Land Use Plan	• Planning Commission	- Immediate
E	Update the Zoning Code so that it is consistent with the Future Land Use Plan	• Planning Commission • Zoning Commission • Town Attorney	\$50,000 - \$70,000 0 - 1 years
Regional Context			
1	Work with neighboring communities to improve connectivity and linkages between the municipalities	• Town Mayor • Town council • Traffic Authority • Planning & Zoning • Waterfront and Harbor Management Commission • GBRC	- Immediate & On-Going
2	Participate in regional planning initiatives with the Greater Bridgeport Regional Council and neighboring municipalities	• Town Mayor • Town Council • Planning & Zoning • Greater Bridgeport Regional Council	- Immediate & On-Going
Community Character			
1	Seek funding to establish facade improvement and streetscape improvement programs to improve the character of commercial areas	• Town Council • Architectural Review Board • Economic Development • Stratford Redevelopment Agency	Seek funds up to \$200,000 1 - 3 years
2	Establish neighborhood-based design standards for the distinct residential neighborhoods in Stratford that allow for new development but also maintains the essential character of the neighborhood	• Town Council • Architectural Review Board • Planning & Zoning • Historic District Commission	\$75,000 - \$100,000 for town-wide design standards 1 - 3 years

A STEP-BY-STEP

	Task	Responsibility	Estimated Cost	Priority
3	Include protection of significant viewsheds in the site plan review process	<ul style="list-style-type: none"> • Architectural Review Board • Planning & Zoning 	See Task E	See Task E
4	Leverage iconic buildings, streetscapes and open spaces as a means to identify and brand the community	<ul style="list-style-type: none"> • Town Council • Architectural Review Board • Planning & Zoning • Economic Development • Stratford Redevelopment Agency • Historic District Commission 	-	1 - 3 years, On-Going
5	Construct gateway elements at locations identified in the Vision Plan to welcome travelers and brand the community	<ul style="list-style-type: none"> • Town Council • Architectural Review Board • Stratford Redevelopment Agency 	\$5,000 - \$25,000	3 - 5 years
6	Develop and sustain a tree replacement initiative	Town Mayor Beautification Committee	Varies	On-going
Land Use & Zoning				
1	Update the Town of Stratford Zoning Code to reflect the Future Land Use Plan that will provide for increased development opportunities in appropriate areas, protect the character of neighborhoods and maintain the town's important waterfront and open spaces	<ul style="list-style-type: none"> • Planning & Zoning 	See Task E	See Task E
2	Develop design guidelines for the Lordship Boulevard Employment Growth Area	<ul style="list-style-type: none"> • Planning & Zoning • Architectural Review Board 	See Task 2 Community Character	See Task 2 Community Character
3	Develop design guidelines for Barnum Avenue that allow for redevelopment to occur in an urban, walkable form	<ul style="list-style-type: none"> • Planning & Zoning • Architectural Review Board • Local Business Community 	See Task 2 Community Character	See Task 2 Community Character
4	Develop design guidelines for waterfront development	<ul style="list-style-type: none"> • Planning & Zoning • Architectural Review Board • Waterfront and Harbor Management Commission 	See Task 2 Community Character	See Task 2 Community Character
5	Develop design guidelines for the Stratford Town Center	<ul style="list-style-type: none"> • Planning & Zoning • Architectural Review Board • Local Business Community • Historic District Commission 	See Task 2 Community Character	See Task 2 Community Character
6	Develop residential infill development guidelines for the Academy Hill neighborhood	<ul style="list-style-type: none"> • Planning & Zoning • Architectural Review Board • Residents • Historic District Commission 	See Task 2 Community Character	See Task 2 Community Character
7	Zone mixed-use commercial nodes along the waterfront according to the Future Land Use Plan	<ul style="list-style-type: none"> • Planning & Zoning • Waterfront and Harbor Management Commission 	See Task E	See Task E
8	Update the Zoning Code to allow for planned developments	<ul style="list-style-type: none"> • Town Attorney • Planning & Zoning 	See Task E	See Task E
9	Update the Zoning Code to provide development incentives to property owners to remove non-conforming billboards	<ul style="list-style-type: none"> • Town Attorney • Planning & Zoning 	See Task E	See Task E
Population & Housing				
1	Partner with an area financial institution to fund the low interest loan program for home rehabilitations	<ul style="list-style-type: none"> • Town Council • Local financial institutions • Mayor's Citizen Panel • Architectural Review Board 	-	1 - 3 years
2	Work with area legislators to amend Connecticut State affordable housing law section 8-30g to lower the deed restriction placed on affordable housing projects and improve the appeals process	<ul style="list-style-type: none"> • Town Council • Stratford Housing Partnership • Stratford Housing Authority 	-	1 - 3 years
3	Implement the recommendations of the 2012 Analysis of Impediments to Fair Housing Choice report	<ul style="list-style-type: none"> • Town Council • Stratford Housing Partnership • Stratford Housing Authority 	-	Immediate & On-Going
4	Facilitate the development of higher density, mixed use structures in the Town Center according to the TOD zoning overlay	<ul style="list-style-type: none"> • Greater Bridgeport Regional Council • Planning & Zoning 	-	1 - 3 years, On-Going
5	Support development efforts to create well designed affordable housing units	<ul style="list-style-type: none"> • Town Council • Stratford Housing Partnership • Stratford Housing Authority 	-	Immediate & On-Going

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	Task	Responsibility	Estimated Cost	Priority
6	Consider the need to have a variety of housing types available in the town during the development review process	<ul style="list-style-type: none"> • Town Council • Stratford Housing Partnership • Planning & Zoning 	-	Immediate & On-Going
7	Prioritize disposition of foreclosed properties to private owners for residential development	<ul style="list-style-type: none"> • Town Council • Stratford Housing Partnership • Stratford Redevelopment 	-	Immediate & On-Going
8	Revise Section 5.3 of the Zoning Regulations by modifying the standards and locational criteria for new housing developments	<ul style="list-style-type: none"> • Town Attorney • Planning & Zoning 	See Task E	See Task E
Economic Vitality				
1	Facilitate new development that bolsters the local tax base	<ul style="list-style-type: none"> • Town Council • Economic Development • Stratford Redevelopment • Planning & Zoning Commission 	-	Immediate & On-Going
2	Work with the property owner and designated developer to facilitate remediation and revitalization plans for the Stratford Army Engine Plant	<ul style="list-style-type: none"> • Town Council • Economic Development • Stratford Redevelopment • Planning & Zoning • Waterfront and Harbor Management Commission • Designated Developer • U.S. Army 	-	1 - 3 years
3	Ensure the Stratford Army Engine Plant is redeveloped in a way that maintains the core values for the site defined in the Vision Plan	<ul style="list-style-type: none"> • Town Council • Economic Development • Stratford Redevelopment • Planning & Zoning • Waterfront and Harbor Management Commission • Designated Developer • U.S. Army 	-	1 - 3 years
4	Develop a marketing plan to aimed at attracting visitors to the town's natural landscapes, waterfronts and greenway system, including Long Beach/Great Meadows Marsh, Roosevelt Forest, Short Beach Complex and the Stratford Greenway	<ul style="list-style-type: none"> • Town Council • Waterfront and Harbor Management Commission • Parks & Recreation Committee • Conservation Commission • Greenway Committee 	\$30,000 - \$40,000	3 - 5 years
5	Amend the zoning code to allow for increased development densities in the Lordship Boulevard Employment Growth area according to the Vision Plan and Future Land Use Plan	<ul style="list-style-type: none"> • Planning & Zoning • Economic Development 	See Task E	See Task E
6	Develop a land bank to amass property and address redevelopment needs	<ul style="list-style-type: none"> • Town Council • Economic Development • Town Assessor's Office • Planning Commission 	Varies	1 - 3 years
7	Work with area legislators to enhance economic development incentives	<ul style="list-style-type: none"> • Town council • Economic Development 	-	1 - 3 years
8	Update the zoning code to permit appropriate mixed-use and commercial development along the waterfront according to the Future Land Use Plan that has design and site plan standards	<ul style="list-style-type: none"> • Planning & Zoning • Economic Development • Waterfront and Harbor Management Commission 	See Task E	See Task E
9	Coordinate economic vitality initiatives with the recommendations contained in the Waterfront section of this plan	<ul style="list-style-type: none"> • Economic Development • Planning & Zoning • Waterfront and Harbor Management Commission 	-	Immediate & On-Going
Environmental Considerations				
1	Work with the Greater Bridgeport Regional Council and other regional entities to address climate change and hazard mitigation issues and enroll in the Community Rating system to ensure an environmentally sustainable region	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greater Bridgeport Regional Council • Waterfront and Harbor Management Commission • Inlands, Wetlands and Watercourses • Local Emergency Planning Committee • Conservation Commission 	-	1 - 3 years, On-Going

A STEP-BY-STEP

Task	Responsibility	Estimated Cost	Priority
2 Minimize impacts of development upon natural landscapes, habitats and watercourses	<ul style="list-style-type: none"> •Town Council • Planning & Zoning •Waterfront and Harbor Management Commission • Inlands, Wetlands and Watercourses • Local Emergency Planning Committee • Conservation Commission 	-	Immediate & On-Going
3 Prioritize the remediation of Brownfield properties	<ul style="list-style-type: none"> •Town Council • Economic Development • Planning & Zoning 	-	Immediate & On-Going
4 Evaluate the health and environmental impacts of all development proposals	<ul style="list-style-type: none"> • Planning & Zoning •Waterfront and Harbor Management Commission • Inlands, Wetlands and Watercourses • Local Emergency Planning Committee • Conservation Commission 	-	Immediate & On-Going
5 Pass ordinance to minimize adverse impacts of stormwater runoff and discharges	<ul style="list-style-type: none"> •Town Council • Inlands, Wetlands and Watercourses • Conservation Commission 	-	1 - 3 years
6 Incorporate recommendations for invasive species abatement and control	<ul style="list-style-type: none"> •Town Council • Inlands, Wetlands and Watercourses • Conservation Commission 	-	1 - 3 years
7 Prioritize the remediation of Raymark waste Superfund sites	<ul style="list-style-type: none"> •Town Council • Economic Development • Planning & Zoning 	Varies	Immediate & on-going
Sustainability & Climate Change			
1 Charge the Conservation Commission with assessing appropriate action steps for achieving goals of a sustainable climate	<ul style="list-style-type: none"> •Town Council 	-	
2 Develop and adopt a town sustainability plan	<ul style="list-style-type: none"> •Town Council • Conservation Commission 	\$50,000 - \$70,000	3 - 5 years
3 Identify critical areas at risk from the impacts of climate change	<ul style="list-style-type: none"> •Town Council • Conservation Commission 	See Task 1 Environmental Considerations	See Task 1 Environmental Considerations
4 Prioritize acquisition of land and conservation easements for habitats most at risk from climate change	<ul style="list-style-type: none"> •Town Council • Conservation Commission •Waterfront and Harbor Management Commission 	See Task 1 Environmental Considerations	See Task 1 Environmental Considerations
5 Acquire land and conservation easements to provide upslope advancement zones adjacent to tidal marshes and in riparian areas adjacent to cold water streams	<ul style="list-style-type: none"> •Town Council • Conservation Commission •Waterfront and Harbor Management Commission 	Varies	5 - 10 years
6 Institute an energy benchmarking and tracking program for municipal buildings	<ul style="list-style-type: none"> •Town Council • Conservation Commission 	See Task 1 Environmental Considerations	See Task 1 Environmental Considerations
7 Mandate high performance energy requirements for schools and municipal projects	<ul style="list-style-type: none"> •Town Council • Conservation Commission • Stratford Board of Education 	-	1 - 3 years, On-Going
8 Adopt a water hierarchy that includes water conservation, capture and storage, and water reuse similar to the well known solid waste management hierarchy	<ul style="list-style-type: none"> •Town Council • Conservation Commission 	See Task 1 Environmental Considerations	See Task 1 Environmental Considerations
9 Partner in regional and state-wide initiatives to address borderless climate change issues	<ul style="list-style-type: none"> •Town Council • Conservation Commission • Greater Bridgeport Regional Council • Connecticut Department of Energy & Environmental Protection • Connecticut Fund for the Environment 	-	Immediate & On-Going
10 Update the town's zoning to provide for sustainable development patterns that support density, walkability and conservation	<ul style="list-style-type: none"> • Conservation Commission • Planning & Zoning 	See Task E	See Task E

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	Task	Responsibility	Estimated Cost	Priority
11	Incorporate green design considerations into the Town's building code and site plan review process	<ul style="list-style-type: none"> • Town Council • Conservation Commission • Planning & Zoning 	See Task E	See Task E
12	Provide alternatives to the automobile by implementing the greenway trails and streetscapes as defined in the Vision Plan	<ul style="list-style-type: none"> • Town Council • Conservation Commission • Greenway Committee 	Varies	5 - 10 years
13	Riase, reinforce or relocate threatened structures from vulnerable shorelines, especially those exposed to Long Island Sound	<ul style="list-style-type: none"> • Town Council • Conservation Commission • Waterfront and Harbor Management Commission 	Varies	5 - 10 years
Transportation				
1	Work with the Department of Transportation to construct a full Exit 33 Interchange for Interstate 95	<ul style="list-style-type: none"> • Town Mayor • Town Council • Economic Development • Connecticut Department of Transportation • Highway Department 	Varies	5 - 10 years
2	Improve streetscapes designated in the Vision Plan to transform them into multi-modal greenway linkages, incorporating bicycle lanes, improve pedestrian accommodations and enhanced landscaping	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greenway Committee • Planning & Zoning • Parks & Recreation Committee 	Varies	5 - 10 years
3	Improve waterfront connector streets with landscaping according to the Vision Plan to improve connectivity to the water	<ul style="list-style-type: none"> • Town Council • Greenway Committee • Planning & Zoning • Parks & Recreation Committee 	Varies	3 - 5 years
4	Continue implementation of the plan to increase parking capacity at the Stratford Train Station	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greater Bridgeport Regional Council • Metro North Railroad • Connecticut Rail Commuter Council • CT DOT 	-	1 - 3 years
5	Work with the Greater Bridgeport Regional Council to develop a long-term plan for the train-station parking lots in which they will be redeveloped with mixed use buildings that incorporate parking structures	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greater Bridgeport Regional Council • Planning & Zoning • CT DOT • Greater Bridgeport Transit 	-	3 - 5 years
6	Develop a comprehensive plan to evaluate the pedestrian access network throughout the Town	<ul style="list-style-type: none"> • Town Council • Greenway Committee • Highway Department 	Varies	3 - 5 years, On-Going
7	Prepare a study to evaluate the need for developing and implementing a plan for bus transit to and from the train station to increase resident use of the train	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greater Bridgeport Regional Council • Greater Bridgeport Transit • CT DOT 	Varies	3 - 5 years
8	Perform a traffic study on the functionality of the Exit 32 interchange, considering the long-term possibility of redesigning the exit to promote traffic uses appropriate for the mixed use nature of this area	<ul style="list-style-type: none"> • Town Mayor • Town Council • Greater Bridgeport Regional Council • CT DOT 	Varies	5 - 10 years
Open Space & Recreation				
1	Nominate the Greenway Plan identified in the Vision Plan as a National Scenic Coastal Byway to improve marketability and provide new funding options	<ul style="list-style-type: none"> • Town Council • Greenway Committee 	\$15,000 - \$20,000	1 - 3 years
2	Commission a Boothe Park Master Plan & Feasibility study	<ul style="list-style-type: none"> • Town Council • Planning & Zoning 	\$25,000 - \$30,000	3 - 5 years
3	Allocate adequate staffing and capital resources to ensure high quality maintenance and improvements to parks and open spaces throughout the Town	<ul style="list-style-type: none"> • Town Mayor • Town Council 	Varies	Immediate & On-Going

A STEP-BY-STEP

	Task	Responsibility	Estimated Cost	Priority
4	Seek funding to construct a multi-use greenway trail along the utility line in the north section of town, connecting Roosevelt Forest to residential neighborhoods and the greenway network	<ul style="list-style-type: none"> •Town Council • Planning Commission • Greenway Committee 	\$50,000 - \$150,000/mile	5 - 10 years
5	Increase the town's open space goal from 10% to 15% - this will require approximately 300 additional acres	<ul style="list-style-type: none"> •Town Council • Planning Commission • Conservation Commission 	Varies	5 - 10 years
6	Continue to require a 10% open space set aside in new subdivisions and require homeowners to maintain the land	<ul style="list-style-type: none"> • Conservation Commission • Planning Commission 	-	Immediate & On-Going
7	Make use of the Charter Oak open space grant for obtaining funding to acquire land for open space and watershed protection	<ul style="list-style-type: none"> •Town Council • Conservation Commission • Waterfront and Harbor Management Commission 	-	Immediate & On-Going
8	Enhance access to Roosevelt Forest	<ul style="list-style-type: none"> •Town Mayor •Town Council • Planning Commission • Roosevelt Forest Commission • Conservation Commission 	Varies	On-going
Historic & Cultural Resources				
1	Consider the recommendations from the consultant's report on the American Shakespeare Festival Theater	<ul style="list-style-type: none"> •Town Council • Celebrate Stratford Committee 	-	1 - 3 years
2	Investigate the potential for establishing a Shakespeare Center on the theater property	<ul style="list-style-type: none"> •Town Council • Celebrate Stratford Committee 	-	3 - 5 years
3	Facilitate a partnership with the Connecticut Air and Space Center and Sikorsky Airport to establish a permanent home for a major museum center along Main Street at the Airport.	<ul style="list-style-type: none"> •Town Council • Connecticut Air & Space Center • Sikorsky Airport 	-	5 - 10 years
4	Develop a Culture & Innovation Campus Master Plan that incorporates public spaces and programming collaboration between the Sterling House, Stratford Library, Perry House and Baldwin Center, and links the American Shakespeare Festival Theater property to downtown	<ul style="list-style-type: none"> •Town Council • Cultural Entities • Planning & Zoning • Celebrate Stratford 	\$30,000 - \$40,000	1 - 3 years
5	Develop design guidelines to protect the distinct character of the town's neighborhoods	<ul style="list-style-type: none"> •Town Council • Architectural Review Board • Planning & Zoning 	See Task 2 Community Character	See Task 2 Community Character
6	Become a Certified Local Government to access grant funding and technical assistance for historic preservation projects	<ul style="list-style-type: none"> •Town Council 	-	1 - 3 years
7	Designate districts under Connecticut's Village District legislation to protect historic neighborhoods through zoning regulations	<ul style="list-style-type: none"> • Planning & Zoning 	-	3 - 5 years
8	Continue to list important buildings on the National Register of Historic places	<ul style="list-style-type: none"> •Town Council • Historic District Commission 	Varies	Immediate & On-Going
9	Develop a system of coordinated interpretive signage to identify and explain unique cultural resources in Stratford	<ul style="list-style-type: none"> •Town Council • Planning & Zoning • Celebrate Stratford 	\$10,000-\$15,000	1 - 3 years
10	Develop Zoning Regulations to create incentives for private property owners to preserve historic buildings	<ul style="list-style-type: none"> • Planning & Zoning • Historic District Commission 	Varies	3 - 5 years
Public Facilities				
1	Require that new development must manage all stormwater on site	<ul style="list-style-type: none"> •Town Council • Planning & Zoning • Inland Wetland Commission 	Varies	3 - 5 years
2	Ensure methodical review and upgrade of the town's aging infrastructure	<ul style="list-style-type: none"> •Town Council • Planning & Zoning 	-	Immediate & On-Going
3	Continue efforts toward upgrading the Town's infrastructure with regard to potential impacts of climate change	<ul style="list-style-type: none"> •Town Council • Planning & Zoning • Conservation Commission 	Varies	Immediate & On-Going
4	Work to reduce pollutants in stormwater flow to the Long Island Sound	<ul style="list-style-type: none"> •Town Council • Conservation Commission • Waterfront and Harbor Management Commission • Planning & Zoning Commission • Inland Wetlands Commission 	Varies	1 - 3 years, On-Going
5	Educate residents regarding efficient power usage, waste reduction, efficient use of fertilizers and improved recycling habits	<ul style="list-style-type: none"> •Town Council • Conservation Commission 	\$10,000 - \$25,000	1 - 3 years, On-Going

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	Task	Responsibility	Estimated Cost	Priority
6	Develop a plan to deal with town-generated waste that has been constrained since the closure of the town's landfill	• Town Council	\$30,000 - \$50,000	1 - 3 years
7	Implement the recommendations contained in the Natural Hazard Mitigation Plan	• Local Emergency Planning Committee • Town Mayor • Town Council • Planning & Zoning • Waterfront Harbor Management Commission • Conservation Commission	Varies	1 year
8	Perform engineering studies to determine the best way to protect infrastructure subject to extreme flooding	• Local Emergency Planning Committee • Town Mayor • Town Council	Varies	3 - 5 years
9	Develop a comprehensive traffic study that will provide a long range plan for improving traffic conditions as the POCD is implemented in the future, including identification of problem areas that would impact future development	• Town Mayor • Greater Bridgeport Regional Council • Connecticut Department of Transportation	Varies	3 - 5 years
10	Perform an update to the 2001 Sewage Facility Plan to identify sewer capacity issues, including identification of problem areas that would impact future development. Identify improvement plans to increase capacity that may be needed to fully implement the POCD, including plans to reduce inflow and infiltration into the sewer system	• Town Mayor • Water Pollution Control Authority	Varies	3 - 5 years
Community Facilities & Services				
1	Facilitate a partnership between cultural and community anchors related to the Culture & Innovation Campus identified in the Vision Plan to offer education and innovation programming to Stratford residents and visitors	• Town Council • Economic Development • Cultural Entities	-	1 - 3 years
2	Develop a maintenance schedule to assure that all Town buildings and properties undergo a regular programs of repairs and maintenance to minimize the dramatically high costs brought on by years of postponed repairs	• Town Council	Varies	Immediate & On-Going
3	Promote the shared use of public spaces and facilities	• Town Mayor • Town Council	-	Immediate & On-Going
4	Incorporate high quality standards of design into newly developed public buildings and spaces	• Town Council • Architectural Review Board • Planning & Zoning	See Task 2 Community Character	See Task 2 Community Character
5	Monitor future public investments in acquisition, new construction/ additions and improvements in relation to the delivery of service to the maximum number of Stratford residents and businesses and for the highest priority public service needs	• Town Mayor • Town Council • Planning Commission	-	Immediate & On-Going
6	Collaborate with neighboring and regional municipalities and organizations to consolidate duplicate services where feasible	• Town Mayor • Town Council • Greater Bridgeport Regional Council • Neighboring Communities	-	Immediate & On-Going
7	Institute a process of review of the Capital Improvement Plan and Annual Capital Budget by the Planning Commission to discuss municipal projects during the planning stages before substantial investments have been made	• Town Mayor • Town Council • Planning Commission • Board of Education	-	On-Going
8	Recommend the Board of Education complete an enrollment and space utilization study of all schools to determine current and projected facility needs	• Board of Education	Varies	Immediate
Waterfront				
1	Expand public access opportunities to the town's waterfronts	• Town Council • Waterfront and Harbor Management Commission • Parks & Recreation Committee • Planning & Zoning Commission	Varies	1 - 3 years, On-Going

A STEP-BY-STEP

Task	Responsibility	Estimated Cost	Priority
2 Continue to expand the Stratford Greenway consistent with the recommendations outlined in the 2008 Stratford Pathways Study	<ul style="list-style-type: none"> •Town Council •Greenway Committee •Parks & Recreation Committee 	Varies	1 - 3 years, On-Going
3 Allow for well designed mixed-use and commercial development in designated areas along the waterfront	<ul style="list-style-type: none"> •Waterfront and Harbor Management Commission •Planning & Zoning 	See Task 2 Community Character	See Task 2 Community Character
4 Establish waterfront design guidelines	<ul style="list-style-type: none"> •Waterfront and Harbor Management Commission •Planning & Zoning •Architectural Review Board 	See Task 2 Community Character	See Task 2 Community Character
5 Provide additional waterfront recreation activities	<ul style="list-style-type: none"> •Town Council •Waterfront and Harbor Management Commission 	Varies	1 - 3 years, On-Going
6 Redevelop American Shakespeare Festival Theater property	<ul style="list-style-type: none"> •Town Council •Arts Commission •Planning & Zoning Celebrate Stratford 	Varies	3 - 5 years
7 Establish new walking trails and fishing spots along the waterfront	<ul style="list-style-type: none"> •Town Council •Greenway Committee •Waterfront and Harbor Management Commission 	Varies	1 - 3 years, On-Going
8 Provide significant public access and activities at the Stratford Army Engine Plant property that include trails, a boardwalk, pier access, public spaces and an amphitheater	<ul style="list-style-type: none"> •Town Council •Economic Development •Greenway Committee •Planning & Zoning •Waterfront and Harbor Management Commission •Designated Developer •U.S. Army 	Varies	1 - 3 years
9 Implement the recommendations of the current Harbor Management Plan	<ul style="list-style-type: none"> •Town Council •Planning & Zoning •Waterfront and Harbor Management Commission 	-	Immediate & On-Going
10 Develop bird watching accommodations	<ul style="list-style-type: none"> •Town Council •Planning & Zoning •Waterfront and Harbor Management Commission •Conservation Commission •Parks & Recreation Committee 	Varies	3 - 5 years
11 Develop a Coastal Resiliency and Restoration Plan to re-establish the natural coastal environment that balances environmental considerations, economic development and recreational access	<ul style="list-style-type: none"> •Town Council •Planning & Zoning •Waterfront and Harbor Management Commission •Conservation Commission 	Varies	5 - 10 years
Brownfields/Redevelopment Potential			
1 Continue to work with partners to clean up Raymark waste sites for redevelopment	<ul style="list-style-type: none"> •Town Council •Connecticut Department of Energy & Environmental Protection •US Environmental Protection Agency 	Varies	Immediate & On-Going
2 Work with the Army and the designated developer of the Stratford Army Engine Plant to develop a plan for remediation and redevelopment that will bring jobs, economic growth, an increased tax base and public leisure opportunities to the town	<ul style="list-style-type: none"> •Town Mayor •Town Council •Economic Development •Greenway Committee •Planning & Zoning •Waterfront and Harbor Management Commission •Conservatoon Commission •Designated Developer •U.S. Army 	-	Immediate & On-Going

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Task	Responsibility	Estimated Cost	Priority
3 Continue to seek state and federal funding to evaluate and potentially remediate existing brownfields throughout the town	<ul style="list-style-type: none"> Town Council Connecticut Department of Energy & Environmental Protection US Environmental Protection Agency CT DECD 	-	Immediate & On-Going
4 The Town should amend the zoning code to allow for increased densities in areas designated by the Future Land Use Plan to incentivize the redevelopment of brownfield properties	<ul style="list-style-type: none"> Planning & Zoning Economic Development 	See Task E	See Task E
5 Considering their potential for redevelopment and revitalization, prioritize the five properties identified in Section 15.2 for environmental remediation	<ul style="list-style-type: none"> Planning & Zoning Economic Development Connecticut Department of Energy & Environmental Protection 	-	Immediate & On-Going
6 Develop a new zoning district to promote redevelopment of the Stratford Army Engine Plant property as a mixed-use destination on the waterfront provided that site plans are approved and state environmental review is undertaken.	<ul style="list-style-type: none"> Town Council Planning & Zoning Connecticut Department of Energy & Environmental Protection 	See Task E	See Task E

Source: peter j. smith & company, inc.

Funding the Vision

1.7 Funding Opportunities

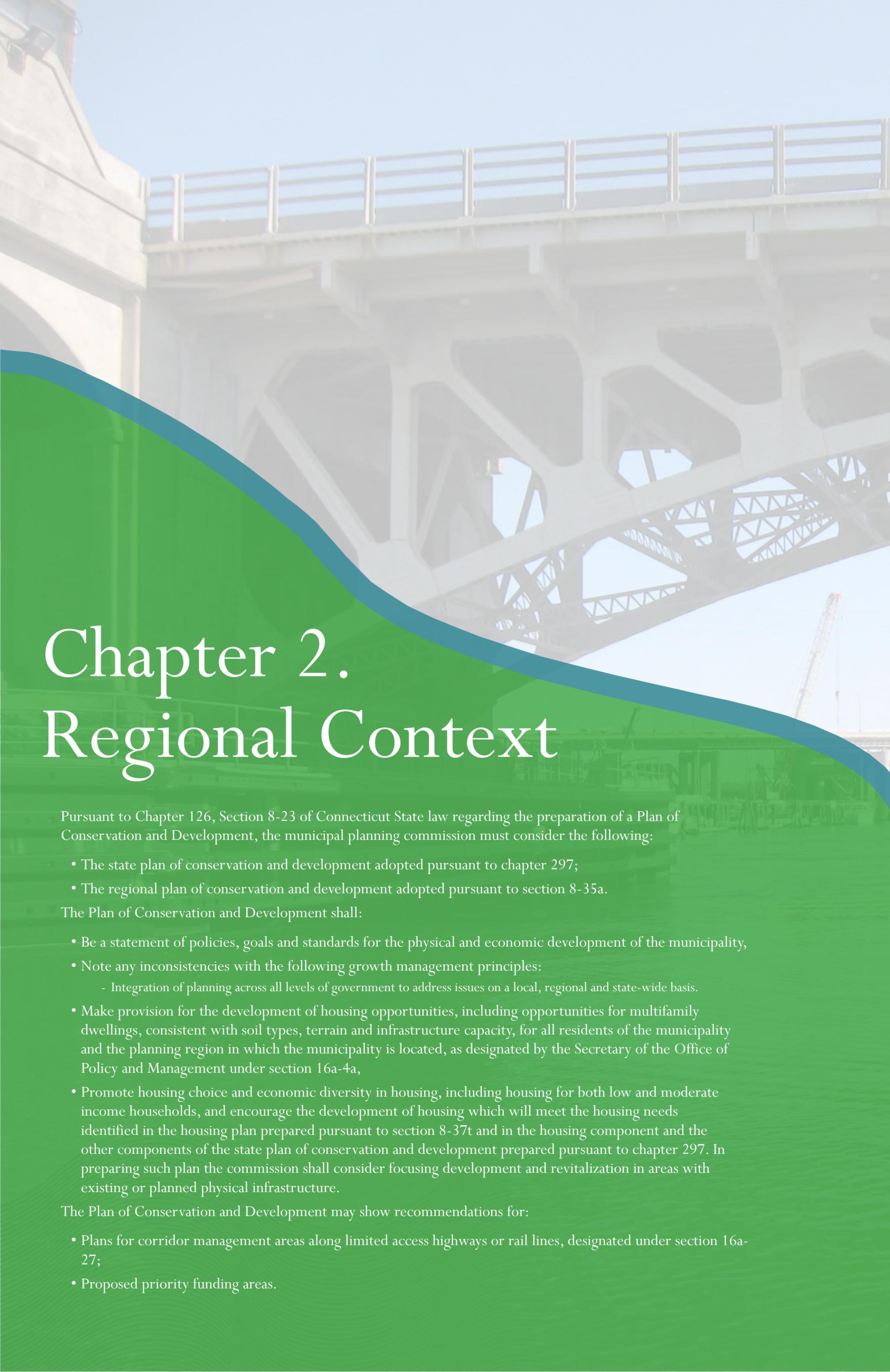
The vision plan, action steps and recommendations for the Plan of Conservation & Development identify means to shape the Town of Stratford for the future. It is essential that the future growth of the Town engage a mix of public and private financing to facilitate change. Public funding should be secured with the purpose of community transformation and serving as an incentive for private development. The following matrix provides an inventory of potential grant and government funding sources for projects that achieve the vision:

Table 3: Potential Funding Matrix

Program	Type of Funding (Operations, Capital Projects, etc.)	Funding Range	Housing	Urban / Community Development	Environment	Arts & Tourism	Recreation	"Business/Economic Dev."	Infrastructure	Eligible Applicants
World Wide Grant Program	Tourism-related initiatives	\$10,000 - \$100,000				X	X	X		Non-Profit Organizations
Challenge America	Extending the arts to underserved populations, funding events, unified promotion, public art & design activity	\$10,000				X				Non-Profit Organizations
Art Works	Supports arts endeavors in the following categories: creation, engagement, learning & livability	\$10,000 - \$100,000				X				Municipalities, Non-Profit Organizations
Our Town	Placemaking project incorporating Arts	\$25,000 - \$100,000				X				Municipalities, Non-Profit Organizations
National Arts and Humanities Youth Program Awards	Funding for youth oriented arts projects and education	\$10,000				X				Municipalities, Non-Profit Organizations, Educational Institution
HUD Neighborhood Stabilization Program	Purchase, demolition and landbanking of abandoned or foreclosed properties	N/A		X				X	X	State Government, County Government, Local Government, Non-profit
HUD Neighborhood Initiative Grant	Economic Stimulation Activities	N/A		X	X		X	X		Those entities specifically named by Congress
Community Development Block Grant Entitlement Grants	Training, Technical Assistance, Capital Projects, Home Rehabilitation	N/A	X	X					X	County Government, Local Government

Program	Type of Funding (Operations, Capital Projects, etc.)	Funding Range	Housing	Urban / Community Development	Environment	Arts & Tourism	Recreation	"Business/Economic Dev."	Infrastructure	Eligible Applicants
Assisted Housing Green Retrofit Program	Capital Projects, Training, Technical Assistance	N/A	X		X					County Government, Local Government
Tax Credit Assistance Program	Capital Projects	N/A	X							County Government, Local Government
CT State Housing Preservation & Rehabilitation	Home Rehabilitation	Up to \$35,000 per unit	X							Owners of state-funded housing
Communities at Work Fund	Community and Economic Development, Job Creation, Small Business and Microenterprise Dev.	N/A	X	X				X		Non-Profit Organizations
US Dept. of Commerce Economic Development Administration	Community and Economic Development, Job Creation	N/A		X				X		Non-Profit Organizations
Local Initiative Support Corporation (LISC)	Affordable Housing Preservation, Community Development, Seed Money	N/A	X	X	X			X		Non-Profit Organizations
National Fuel Gas Company Contributions Program	Matching/Challenge Support, Community Development	N/A	X	X						Non-Profit Organizations
Land and Water Conservation Fund (LWCF)	Recreation land planning, acquisition, renovation and development	Up to \$500,000 (100% local match required)			X		X			Municipality
MAP-21	Transportation funding for an expansive number of programs	Varies		X	X		X	X	X	Municipalities, Public Authorities, Non-Profit Organizations
Public Works & Economic Development	Public works and facilities to support the creation or retention of private sector jobs	Varies						X	X	Non-Profit Organizations
National Scenic Byways Program	Bicycle and Pedestrian facilities along Scenic Byways, for access to recreational facilities	Varies					X		X	Municipalities, Non-Profit Organizations
American Conservation Association, inc.	Environmental protection, historic preservation, public policy, recreation	\$5,000 - \$40,000			X		X			N/A
Bikes Belong Program	Bicycle paths, lanes, trails, facilities, advocacy initiatives	Up to \$10,000			X		X	X	X	Non-Profit Organizations
The Louise H. and David S. Ingalls Foundation	Arts, education, employment, environment, history, museums	\$3,000 - \$400,000			X	X		X		Non-Profit Organizations
Surdna Foundation	Environment, community revitalization, community organization, arts	Varies		X	X	X	X			Non-Profit Organizations

source: peter j. smith & company, inc.



Chapter 2. Regional Context

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the following:

- The state plan of conservation and development adopted pursuant to chapter 297;
- The regional plan of conservation and development adopted pursuant to section 8-35a.

The Plan of Conservation and Development shall:

- Be a statement of policies, goals and standards for the physical and economic development of the municipality,
- Note any inconsistencies with the following growth management principles:
 - Integration of planning across all levels of government to address issues on a local, regional and state-wide basis.
- Make provision for the development of housing opportunities, including opportunities for multifamily dwellings, consistent with soil types, terrain and infrastructure capacity, for all residents of the municipality and the planning region in which the municipality is located, as designated by the Secretary of the Office of Policy and Management under section 16a-4a,
- Promote housing choice and economic diversity in housing, including housing for both low and moderate income households, and encourage the development of housing which will meet the housing needs identified in the housing plan prepared pursuant to section 8-37t and in the housing component and the other components of the state plan of conservation and development prepared pursuant to chapter 297. In preparing such plan the commission shall consider focusing development and revitalization in areas with existing or planned physical infrastructure.

The Plan of Conservation and Development may show recommendations for:

- Plans for corridor management areas along limited access highways or rail lines, designated under section 16a-27;
- Proposed priority funding areas.



2.1 Regional Setting

The Town of Stratford is located in the southeast corner of Fairfield County, Connecticut, on the shores of Long Island Sound and the Housatonic River. The Town is directly east of the City of Bridgeport and is part of the Greater Bridgeport Region, which includes the Towns of Easton, Fairfield, Monroe and Trumbull, as well as the City of Bridgeport. Stratford is 60 miles from New York City and is in the New York Metropolitan Area. Boston is 120 miles east of the Town. The Metro-north commuter railroad has a stop in Stratford. Both I-95 and Merritt Parkway (State Route 15) traverse the Town. A ferry runs from Bridgeport to Port Jefferson, Long Island. Stratford serves as a bedroom community for both Bridgeport and New York City. Stratford also has its own industrial base and commercial center.



Figure 9: Regional Context

2.1.1. State of Connecticut Plan of Conservation and Development

The State Plan of Conservation and Development was completed in January 2013. The Plan is a series of growth management principles which are as follows.

- Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure.
- Expand Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs
- Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options

- Conserve and Restore the Natural Environment, Cultural and Historic Resources, and Traditional Rural Lands
- Protect and Ensure the Integrity of Environmental Assets Critical to Public Health and Safety
- Promote Integrated Planning across all Levels of Government to Address Issues on a Statewide, Regional, and Local Basis

From these growth management principles, areas of the state were assigned a priority. Areas where there is already concentrated development and existing infrastructure were assigned the highest priority. Most of Stratford lies in the high priority area.



2.1.2. Greater Bridgeport Plan of Conservation and Development

An update to the regional plan was completed in 2008. The Greater Bridgeport Regional Plan of Conservation and Development presents a series of goals. The following are goals included in the plan.

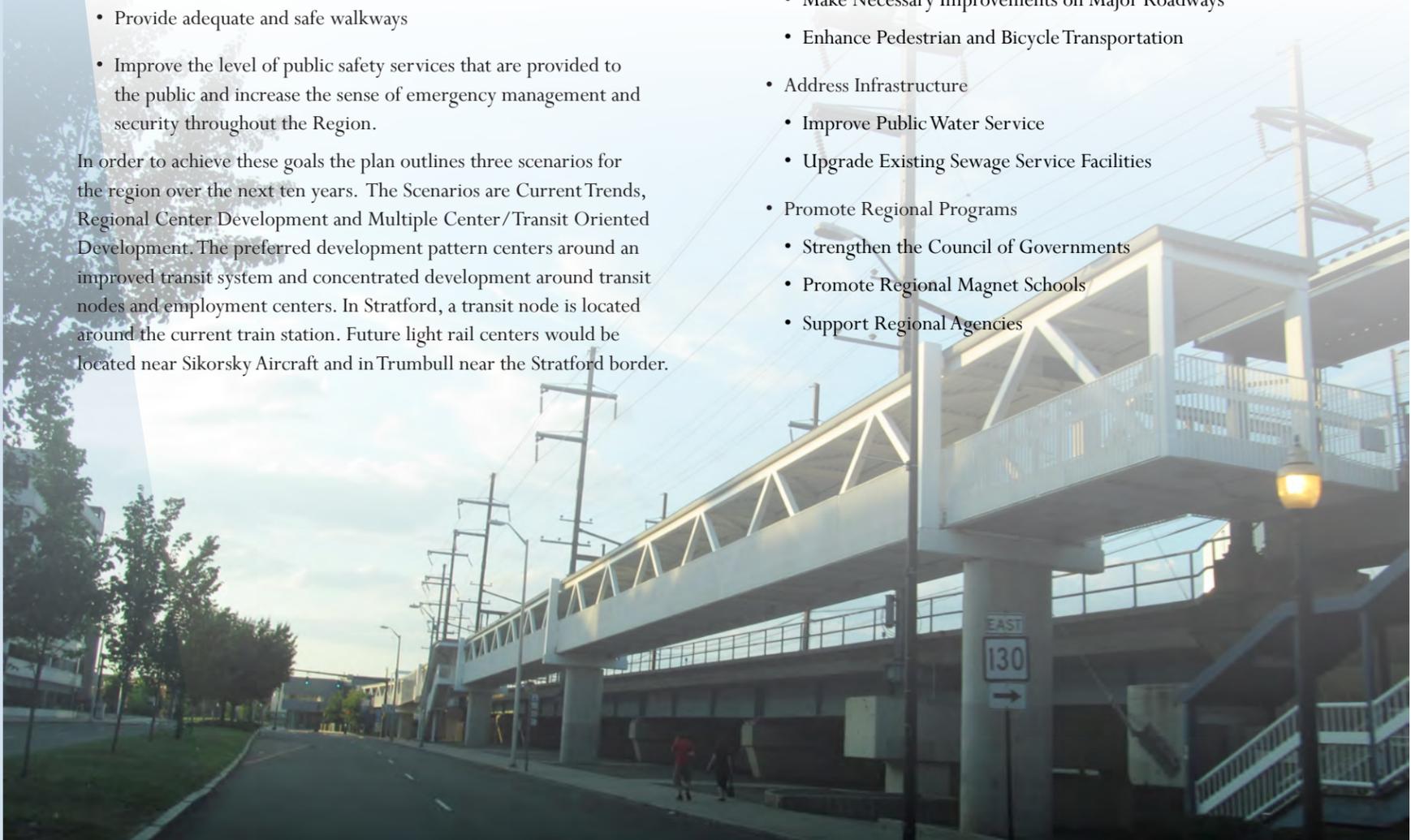
- Ensure equitably distributed and adequate services and facilities
- Consider the use of more formal urban growth boundaries in land use and infrastructure planning
- Promote the quality, identity and appearance of Suburban Activity Centers
- Encourage new development to be compact and contiguous to developed areas
- Protect and improve significant historic and cultural features
- Promote the appreciation and proper blending of contemporary design and historic preservation
- Promote energy efficient structures and site design
- Encourage the rehabilitation and reuse of residential structures in existing neighborhoods
- Update and improve building and development codes and regulations to allow the most efficient and innovative use of land
- Encourage higher density residential use compatible with developed areas
- Improve the efficiency of the existing roadway network for the movement of people and goods by upgrading present facilities
- Encourage and develop bicycle paths to promote this mode of transportation as a viable option
- Provide adequate and safe walkways
- Improve the level of public safety services that are provided to the public and increase the sense of emergency management and security throughout the Region.

In order to achieve these goals the plan outlines three scenarios for the region over the next ten years. The Scenarios are Current Trends, Regional Center Development and Multiple Center/Transit Oriented Development. The preferred development pattern centers around an improved transit system and concentrated development around transit nodes and employment centers. In Stratford, a transit node is located around the current train station. Future light rail centers would be located near Sikorsky Aircraft and in Trumbull near the Stratford border.

2.1.3. Valley Council of Governments Strategic Plan for Conservation and Development

The City of Shelton, located north of Stratford, is part of the Valley Council of Governments. The Valley Strategic Plan for Conservation and Development was completed in 2008. The plan consists of a series of goals and policies categorized into six categories. The following are goals and policies contained in the plan.

- Protect Natural Resources
 - Protect Natural Resources
 - Protect Water Quality
 - Preserve Open Space & Create Greenways
 - Promote Historic & Agricultural Preservation
 - Protect Scenic Resources
- Encourage Responsible Growth
 - Promote Development/Redevelopment in Centers
 - Address Housing Needs
 - Guide New Development
- Promote Economic Development
 - Seek Business Diversification
 - Provide for "Business Ready" Sites
 - Promote a Trained Workforce
 - Market the "All American Valley
 - Support "Smart Growth" and "A Sense of Place"
- Address Transportation Needs
 - Improve Route 8
 - Enhance Transit Service
 - Make Necessary Improvements on Major Roadways
 - Enhance Pedestrian and Bicycle Transportation
- Address Infrastructure
 - Improve Public Water Service
 - Upgrade Existing Sewage Service Facilities
- Promote Regional Programs
 - Strengthen the Council of Governments
 - Promote Regional Magnet Schools
 - Support Regional Agencies





2.1.4. Bridgeport Plan of Conservation and Development

The City of Bridgeport is the most populated city in the State of Connecticut. The city lies directly to the west of Stratford. Bridgeport's Plan of Conservation and Development, completed in 2008, is a detailed assessment of current conditions as well as list of policies and implementation measures to move the city forward through 2020. The city plays an important role as being the central city of the Greater Bridgeport Area. The following goals are presented in the Plan of Conservation and Development.

- Regional Context
 - Strengthen Bridgeport's position as a regional center for living, working and playing.
 - Build on Bridgeport's strengths to add value to the region.
- People and Government
 - Welcome 10,000 new residents to Bridgeport by 2020.
 - Increase Bridgeport's capacity to implement successful development and enforce zoning regulations.
 - Enhance the fiscal health of City government.
- Land Use and Zoning
 - Reduce industrial zoned land from 20% to 10% by 2020.
 - Promote Downtown as a mixed-use district with strong design requirements and a pedestrian and transit orientation.
 - Refine zoning standards to be consistent with the goals of economic development and neighborhood preservation.
- Historic & Cultural Resources
 - Preserve the city's historic fabric.
 - Encourage Bridgeport's arts, entertainment and cultural organizations to work together to enhance their leadership, funding and marketing capacity and create sustainable jobs in the creative economy
- Environmental Setting
 - Protect and enhance Bridgeport's natural resources, including its coastal area.
 - Plant 3,000 new trees by 2020.
 - Reduce carbon dioxide emissions by 10% by 2020.
- Parks & Open Space
 - Enhance existing resources.
 - Expand the city's open space inventory.
 - Ensure that all residents live within a 15-minute walk from a park or open space by 2020.
- Downtown
 - Encourage new mixed-income housing Downtown.
 - Promote mixed-use development and entertainment and cultural uses Downtown.
 - Create Downtown design standards within a strong pedestrian-friendly environment.
 - Encourage Class A office space on Lafayette Boulevard.
 - Create a transit-oriented development (TOD) zone.



- Economic Development
 - Capture 15,000 new jobs by 2020.
 - Maximize the benefits of Bridgeport's assets, including its waterfront and regional location.
 - Support the growth of local institutions: colleges, universities, hospitals and health care facilities.
- Housing
 - Increase the quality and value of Bridgeport's housing.
 - Create a housing ladder that allows people to move from one type of housing to another within Bridgeport as their incomes rise.
 - Provide incentives to promote mixed-income neighborhoods and deconcentrate poverty.
 - Maintain housing affordability within the city.
 - Create an inclusionary zoning ordinance that requires market-rate developers to provide 10 percent of units as affordable either through construction on-site, off-site or contribution of an in-lieu payment to a Housing Trust Fund.
- Neighborhoods
 - Emphasize property upkeep and safety as the keys to attractive communities.
 - Neighborhood level planning initiatives will be encouraged and supported.

Infrastructure & Transportation

- Maximize the efficiency of Bridgeport's existing utility infrastructure.
- Enhance the city's circulation and transit networks to support growth.
- Encourage connections throughout Bridgeport to Wi-Fi, wireless and other leading technological systems.
- Encourage low impact development that is designed to reduce stormwater runoff.
- Municipal Facilities & Services
 - Ensure that residents have equal and adequate access to public services.
 - Consolidate municipal uses to promote tax generating development and encourage state, county and federal offices to do the same.

The Future Land Use Plan sites residential and industrial uses on the border of Stratford. The uses are the same as the adjacent properties within Stratford. The current open space around Success Lake is planned for a mixed-use/open space development.



2.1.5. Trumbull Plan of Conservation and Development

The Town of Trumbull is located on the northwest border of the Town of Stratford. The Town's Plan of Conservation and Development, completed in 2008, consists of a series of goals, which are as follows:

- Regional and Local Setting – Communicate and cooperate with neighboring communities to promote efficient provision and utilization of housing, transportation, and economic resources.
- Community Character – Maintain and enhance the colonial New England character and maintain the residential character.
- Housing – Preserve existing single-family neighborhoods while also encouraging new housing opportunities that are affordable.
- Economic Development – Maintain compact commercial centers and strive to improve the pedestrian environment. Establish growth management policy for industrial uses allowing vertical growth in order to increase tax revenue.
- Environment, recreation, and Open Space – Preserve natural resources and passive open spaces and improve active recreational facilities.
- Community Facilities – Upgrade and expand services and facilities.
- Transportation – Enhance an efficient, multi-modal transportation system.

The Future Land Use Plan locates commercial and institutional uses along the border with Stratford. These are uses that currently exist. An update to the Trumbull Plan of Conservation & Development is currently in development.

2.1.6. Shelton Plan of Conservation and Development

The City of Shelton is located north of the Town of Stratford. Shelton's Plan of Conservation and Development, completed in 2006, presents the following principles.

- Protect Important Resources
 - Preserve More Meaningful Open Space
 - Preserve Agricultural Resources
 - Preserve and Protect Important Natural Resources
 - Preserve Historic Resources
 - Preserve Scenic Resources
- Guide Appropriate Development
 - Protect and Enhance Community Structure
 - Guide Appropriate Economic Development
 - Guide Appropriate Residential Development
- Address Community Needs
 - Maintain and Enhance Community Facilities and Services
 - Maintain a Safe and Efficient Transportation System
 - Ensure Adequate Public Utilities

The Future Land Use Plan locates residential uses along the border with Stratford, consistent with the uses in Stratford. The area north of Sikorsky Aircraft is a planned economic development area with light

industrial uses.

2.1.7. Milford Plan of Conservation and Development

The Town of Milford is located east of Stratford on the other side of the Housatonic River. The Town is a first ring suburb of New Haven. Milford's 2012 Plan of Conservation and Development combines goals and priorities into a detailed action plan. The action plan is consistent with the State's Growth Management Principles. Many of the actions are site specific. As two communities that share the same waterfront, the following actions are relevant to the Town of Stratford.

- Continue Coastal Site Plan reviews per State Statute requirements, providing additional access points where possible and appropriate through project review.
- Maintain and promote Coastal Access Points for all residents
- Improve the water quality of the City's wetlands and watercourses and Long Island Sound

2.1.8. GBRC Regional Natural Hazard Mitigation Plan

The Greater Bridgeport Regional Council prepares a Natural Hazard Mitigation Plan for the region to deal with issues regarding coastal threats, the environment, development and protective measures. Presently they are in the process of updating the plan over a two-year period. The plan inventories the existing conditions facing the constituent municipalities, identifying their vulnerabilities and the potential impacts of natural hazards. The plan then outlines mitigation strategies, taking into account each municipality's capacity to implement such strategies and provides guidelines for municipalities to avoid long-term vulnerability to hazards.

This plan update will be a follow up to a series of Climate Preparedness Workshops held in 2012. That project identified the following as the most significant environmental hazards facing the region:

- Frequency and Severity of Coastal and Inland Flooding
- Storm Surge from Tropical Storms and Hurricane
- Sea Level Rise and Rising Groundwater
- Snow, Ice, Rain and Wind Storms
- Droughts and Extreme Heat
- Tornados and Earthquakes

Among the major recommendations from the report include the following:

- Establishing a better pre-planning framework for post-disaster
- Ensuring adequate flood control structures
- Integration of hazard mitigation into building, land use and zoning codes
- Protect and restore natural systems in the watershed, including Pleasure Beach and Great Meadows Marsh
- Seek further conservation of marsh advancement areas
- Factor Climate Change impacts into all critical infrastructure improvement plans



2.2 2003 Plan Summary

The 2003 Plan of Conservation and Development for the Town of Stratford focuses mainly on waterfront development and carrying on the policies presented in the 1993 plan. While all of the policies are relevant in terms of consistency with State policy, listed below are policies that specifically address regional cooperation.

Table 4: 2003 Regional Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Since Stratford is part of a larger urban region, planning for its future must recognize the impact, beneficial and otherwise, of this inevitable relationship.	On-going	Stratford planning is carried out with the Greater Bridgeport Regional Council and neighboring communities	Yes
Encourage land use management strategies, which recognize the airport as a legitimate use at its current location and size.	On-going	The Sikorsky Airport continues to operate, but provides no commercial service	Yes
Because Stratford has less available vacant land, the Town should identify and foster efforts aimed at revitalization and redevelopment, which are sensitive to the needs of surrounding neighborhoods.	On-going	High	Yes
To utilize Stratford's coastal resources for their most important natural functions, as well as their most appropriate social purpose (value), in keeping with the policies of the Connecticut Coastal Management Act.	On-going	The Town continues to adhere to state coastal policy.	Yes

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.

2.3 Policy Assessment

- Stratford's policies are consistent with the state Growth Management Principles
- Stratford continues to cooperate with neighboring communities and the regional authority.

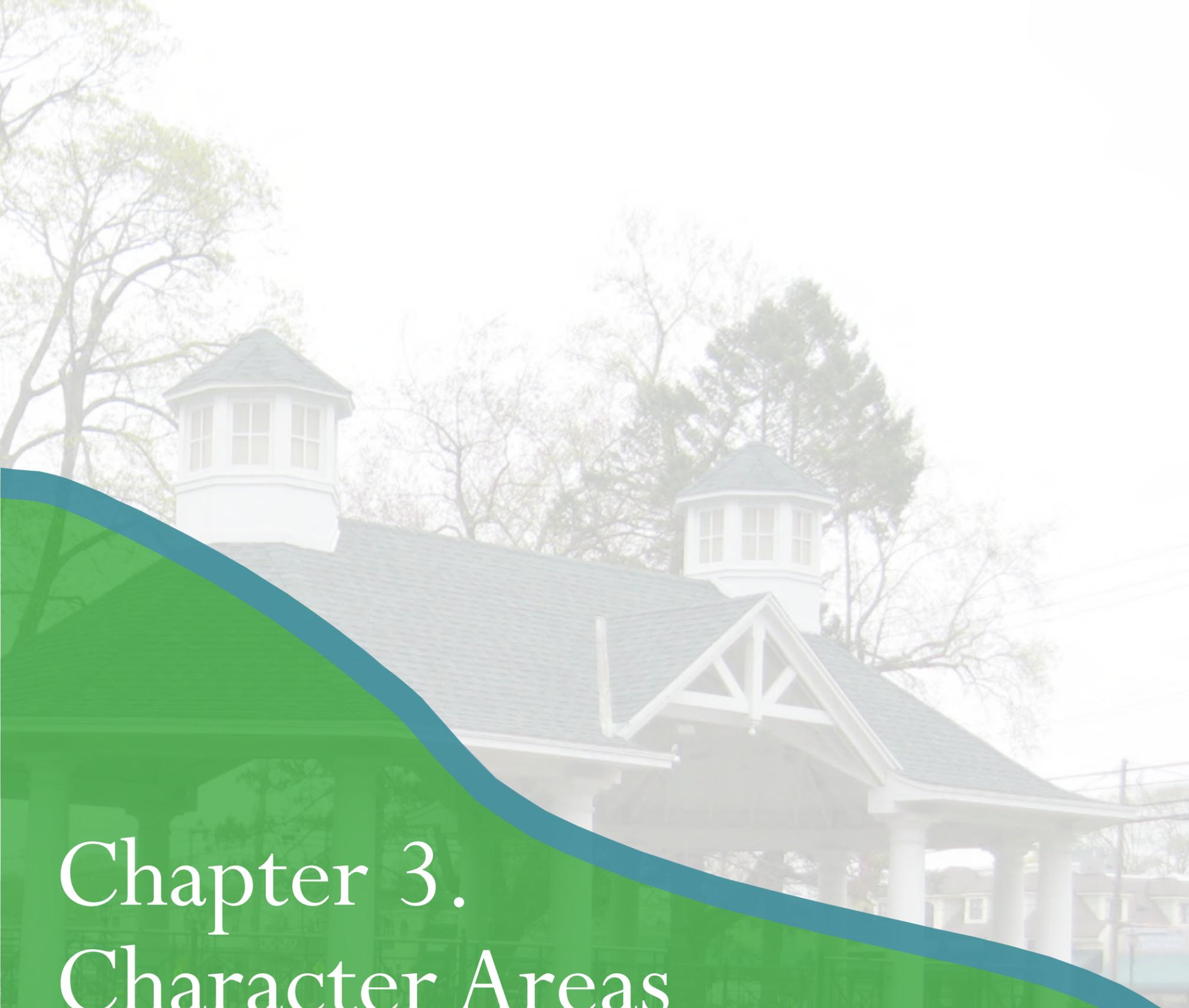
2.4 Findings

Following are findings concerning regional context.

Table 5: Findings

Finding	How To Incorporate			
	Goals	Policy	Action Step	Graphic Plan
1 A consistent theme is the preservation of environmental resources	X	X		
2 Transit oriented mixed-use development is emphasized as the preferred development pattern	X	X	X	

source: peter j. smith & company, inc.



Chapter 3. Character Areas

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the plan should “be designed to promote, with greatest efficiency and economy, the coordinated development of the municipality and the general welfare and prosperity of its people and identify areas where it is feasible and prudent (i) to have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse, and (ii) to promote such development patterns and land reuse ...”

The purpose in defining character areas within the Town is to better understand the evolution of the community and preserve what makes it unique. Analyzing the components that define local character areas also helps to guide future community land use decision-making, zoning and development of design standards.

This character areas analysis looks at the Town as a collection of distinct areas or districts. These districts have homogeneous characteristics and are defined by native and man-made landscapes and development patterns. In general, an assessment of the character of a community includes its topography, views, geography, vegetation, land use, buildings and roads.

Communities evolve over time and the character areas and neighborhoods are reflections of the community’s physical geography overlain by its history, culture and social structure. The Town of Stratford is a product of a dynamic and exciting settlement history influenced by its hills, forests, waterfront and salt marshes. This combination of people and culture combined with local topography, climate and natural environment reflects the character of Stratford.



3.1 Methodology

The general characteristics of areas and the views into and out of them define character areas. The character areas map outlines areas with common qualities however there are numerous generalizations made to facilitate the mapping of community character. The terminology below identifies and describes each area.

Character areas were defined by reviewing the zoning map, land use plan, aerial photography and through field observations. Homogeneous areas were defined and mapped. Characteristics observed were: date of construction, land use, lot size, set back, building style, landscape, streetscape, age of development, signage, fencing, architectural appurtenances and views.

The following character areas define Stratford:

Modern Industrial Commercial

The Sikorsky Aircraft Corporation manufacturing facility, an approximately 1.25 million-square-foot factory on a 250-acre lot, dominates this area. Adjacent to the plant are numerous smaller retail and commercial establishments including hotels and a strip plaza. There is future retail development potential in the area proximate to the strip plaza.

Wooded Residential

The area is dominated by a mix of 1970's, ranch and two-story houses. Lot sizes are generally one acre with setbacks of 50 to 75 feet. The area is predominantly single-family residential with most homes larger than 2,000 square feet and feature large front yard and side yard setbacks. Homes are generally wood sided. The terrain is hilly. Streets are curbed but there is with no defined on-street parking and few sidewalks. The area includes Oronoque, an age-restricted condominium golf community. Units are paired two to a structure and designed to blend in with the wooded surroundings. There is some overhead electric; parts of the electric system are buried.

The Forest

Roosevelt Forest, a 400-acre town-owned forest, dominates this area and gives it a distinct rural forested character. Homes are in excess of 2,000 square feet, lot sizes range between one and 10 acres. Front yard setbacks average about 75 feet with a range from 35 feet to well over 100 feet. House ages have a wide range from 1860 to 2009 with most built between 1985 and 1995. Most homes are clapboard. There are few sidewalks and curbs, electricity is overhead. The road system is dominated by cul-de-sacs.

Suburban Expansion

This area is predominantly residential where most homes were built in the 1950's and 1960's. Lot sizes are approximately one-quarter acre lots with front yard setbacks of approximately 20 to 30 feet. Buildings are predominantly vinyl sided. Streets offer intermittent but disconnected sidewalks and curbs. Electric is overhead.

Town Center

The town center character area is not well defined and is bisected by Interstate 95 and the rail line. It offers both historic style commercial and modern commercial buildings. The northern portion consists of Town Hall, emergency services, cemetery, high school and the

commuter rail station. The southern portion is a mix of commercial uses, community services and historic houses. At its southern extreme, it gradually transitions to historic residential with some office use. Buildings are predominantly wood and brick siding. There are numerous predominant architectural features including some large porches. Lot and building sizes vary considerably, setbacks are minimal.

The area is relatively flat. There are no distinct views to the waterfront and there are no distinct physical connections to the waterfront. Streets have curbs, sidewalks and on-street parking on side streets. Street trees are not predominant in the landscape. Electric is visible overhead.

Regional Commercial

Strip style and big box development with parking in front and side yards dominate the regional commercial area. Lots typically have minimal landscape as asphalt parking areas surround buildings and are highly visible.

The area is relatively flat with a general gradient to the east and with no predominant distant views. Commercial uses: offices, restaurants, strip mall and auto related uses characterized the built form. Building styles are generally 1960s and 1980s suburban commercial and older buildings with commercial facades. Landscape is minimal. There is no distinct pattern of lot sizes ranging from one-quarter acre, a typical older residential lot, up to 50 acres. Setbacks are generally between 10 to 60 feet. Big box uses are deeper with large parking areas. Street trees are not predominant in the landscape. Streets are curbed and have sidewalks. There is overhead electric.

Strip Commercial

The area supports a mix of uses in a traditional strip style development, one to two stories, allowing parking in front, rear and side yards. The lots are too small to support larger development, typically have minimal landscape as asphalt parking areas surround buildings. The area is relatively flat with a general gradient to the east. Building styles are generally 1950 through 1970 suburban commercial and some older residential buildings with commercial facades. Building setbacks are generally between 10 to 30 feet. Street trees are not predominant in the landscape. Streets are curbed and have sidewalks.

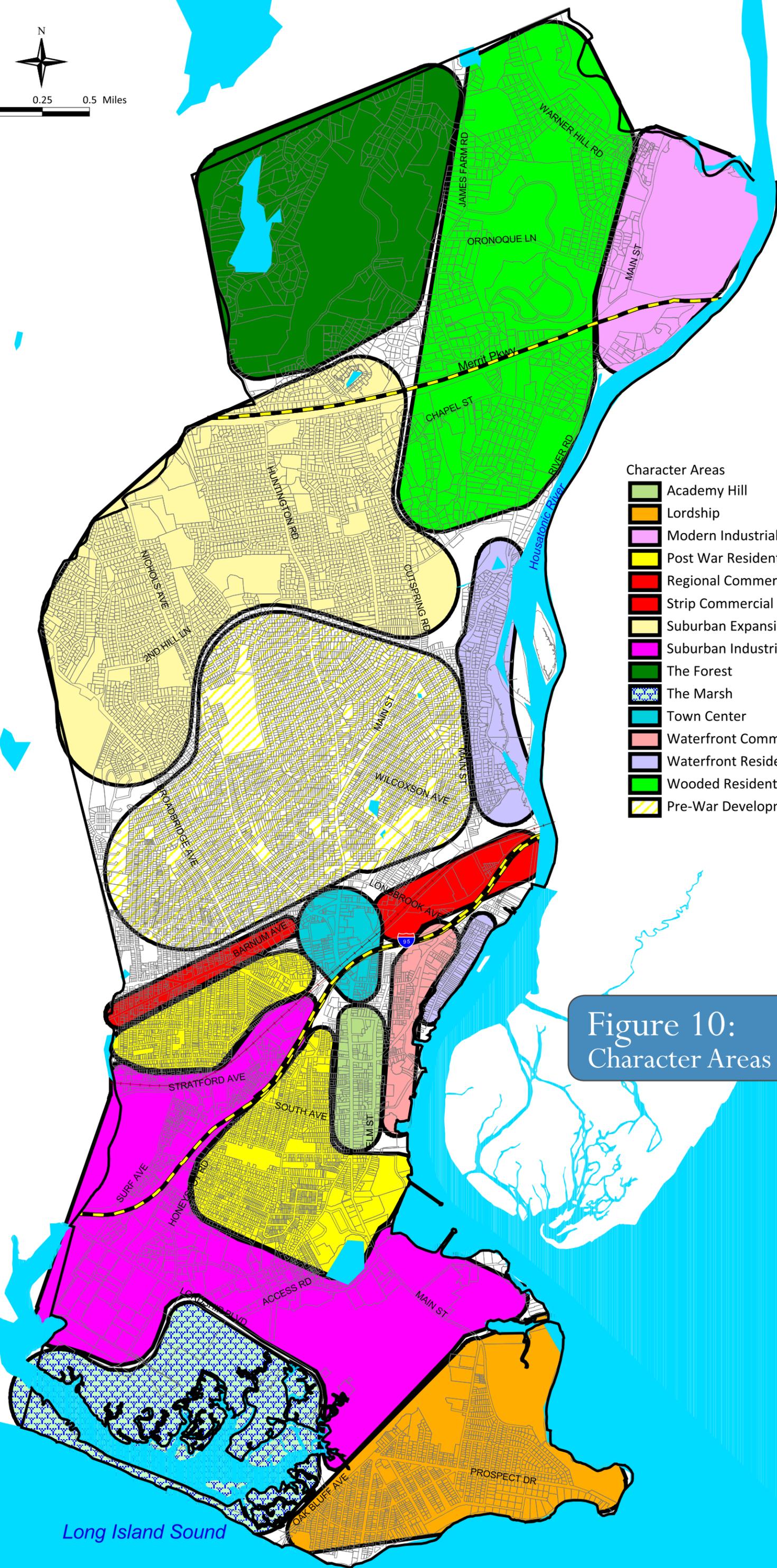
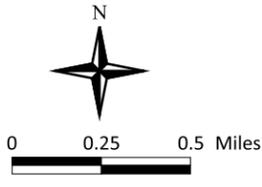
Waterfront Residential

Along the Housatonic River residential units are mostly two story houses. Buildings are generally vinyl sided and wood shingled. Development took place over an extended period, with most houses of 1917 era. Lot sizes vary from approximately 6,000 to 15,000 square feet. Front yard setbacks are approximately 30 feet with deep rear yards located on the water side. Streets have sidewalks, curbs and overhead electric.

East of Main Street houses are one- and two-story with 25-foot setbacks on one-quarter to one-acre lots. Houses were generally built between 1950 and the mid-1960s. Buildings are vinyl siding. Owners have landscaped their lots but there is no streetscape landscape character or theme. There are curbs but no sidewalks. Electric is overhead.

Waterfront Commercial

The commercial character of the waterfront includes water-dependent or water-related uses such as marinas, boat repair and waterfront restaurants. Lot sizes are a wide range with most greater than one acre. Front yard setbacks range from zero to 60 feet with some lots allowing parking areas in front. Streets have wide shoulders but no sidewalks or curbs. There is minimal landscaping and electric is overhead.



- Character Areas
- Academy Hill
 - Lordship
 - Modern Industrial - Commercial
 - Post War Residential
 - Regional Commercial
 - Strip Commercial
 - Suburban Expansion
 - Suburban Industrial
 - The Forest
 - The Marsh
 - Town Center
 - Waterfront Commercial
 - Waterfront Residential
 - Wooded Residential
 - Pre-War Development

Figure 10:
Character Areas



Academy Hill



Academy Hill is the historic identity of Stratford with large and magnificent older homes around a central common and cemetery, which is in poor condition. The large historic homes date from the seventeenth through the nineteenth centuries. Infill occurred in the 1920s and 1930s. Lot sizes range from one-tenth of an acre to three acres with the median being one quarter acre. Front yard setbacks range from 10 to 20 feet. Most buildings are two to three stories and consist of wood shingle and wood style siding. Elm Street has intermittent sidewalks on one side only. Main Street has curbs, sidewalks both sides and a brick median. Topography is gently rolling toward Long Island Sound. The St. James Roman Catholic Church complex blocks views into the area from the Interstate 95 gateway. There is visible overhead electric

Suburban Industrial



The primary industrial area has three development eras, the largest came in the 1960s, with the others in 1940s post-war era and 1950s. It is adjacent to Sikorsky Memorial Airport and consists of more than 6.5 million square feet of building space including the million-square foot Stratford Army Engine plant. Expansive box-style buildings with extensive blank wall façades characterize the area and include large areas for parking and truck maneuvering, usually paved with asphalt. Front yard setbacks are limited, considering the scale of development, to around 30 feet. There is no landscape, street trees or sidewalks. Overhead electric is visible.

The suburban industrial character area's western extreme is particularly characterized by brownfields and two Superfund sites. The area's transition from a residential to commercial and ultimately industrial uses is clear from a landscape that includes former residential structures poorly adapted to commercial uses, undefined lot lines, lack of transition between street and lot and degraded and vacant properties and abandoned goods such as automobiles.

Post War Residential

The area is predominantly residential from the late 1940s and 1950s. There is a mix of one- and two-story houses and semi-detached two family houses. Front yard setbacks vary between 10- and 20 feet and lot sizes are approximately one-tenth of an acre. Buildings are vinyl sided. Fenced front yards are common. Sidewalks are often on one side of the streets and are usually incomplete or not connected. Curbs have eroded. Driveways are often not paved.

The post war residential character area's housing stock shows signs of physical and economic stress. There is a prevalence of properties that have been foreclosed upon within the past three years here. It suffers from a poor and unkempt appearance.

Pre-War Residential

Houses are predominantly from the 1910s and 1920s. Most are two to three stories on small lots of approximately one-tenth of an acre. Vinyl siding is dominant. The area includes the small commercial hamlet surrounding the Paradise Green common. The predominantly retail and service oriented commercial area has undergone extensive renovation and improvement. It offers a comfortable pedestrian scale. Buildings are usually two stories. Most streets have curbs and sidewalks. Overhead electric is visible.

Lordship Residential



Lordship is a waterfront and beach community separated from the rest of Stratford by the airport and salt marsh. It has a small commercial node, with a restaurant and hotel but it generally lacks retail or service support. Most houses were built between the mid-1940s and the early 1950s with numerous infill residential projects. Significant parks, roadway medians and the beach characterize the area. There are also unique large historic ocean-front homes. There is continuous pedestrian access allowed along most of the beach or approximate to it. Two residential condominium developments located adjacent to Long Island Sound experience periodic storm surge damage. Lot sizes range between 7,500 and 10,000 square feet, some are larger than an acre. Front yard setbacks are approximately 25 feet. Most houses are between one to two and one half stories consisting of vinyl and wood shingle siding. Streets usually do not have curbs or sidewalks. Overhead electric is visible.

Salt Marsh





The salt marsh is a dramatic conservation and wildlife area dominated by an expansive wetland landscape with distant views into and over the wetland to Long Island Sound. The built form is generally non-existent; however large box warehouses will soon dominate the western view. The landscape is experienced through access via Lordship Boulevard (SR113) and Oak Bluff Avenue. There are no sidewalks. There is a trail head and pedestrian corridors are available but not readily accessible or of a high profile. There is no trail going into the marsh. Perimeter fencing predominates in some locations. A unique aspect of the wetland landscape is salt marsh grasses and wildlife. Primary views are from Lordship Boulevard and the north side of Long Beach also a significant component of the character area.

3.2 Findings

The character of Stratford is defined by its past and is important in defining its future. Its character makes Stratford unique from all other communities; it is an expression of its residents' footprints through time and should be preserved and enhanced as the Town changes and progresses. Stratford is a unique historic, waterfront, post war suburban community. The architectural history of the Academy Hill area has a detail and scale that is historically inspiring. The waterfront, the most magnificent component of Stratford, has a feeling of surrounding most of the community. The beaches, visual access and the waterfront drive tell a powerful waterfront story both commercial and industrial. Finally, the community is significantly a post WWII area of families, prosperity and where the American dream unfolds.

Throughout this Plan of Conservation and Development, all aspects of the community are analyzed and recommendations offered for their enhancement. The analysis of the character areas is but one element of the overall snapshot of the Town in the POCD inventory. It is the only plan element that breaks the Town into its component parts to view it as a whole. The focus of this element of the plan has been to understand its character and evolution to better define its future. The character areas analysis informs the other elements: land use, transportation, economic and so on.

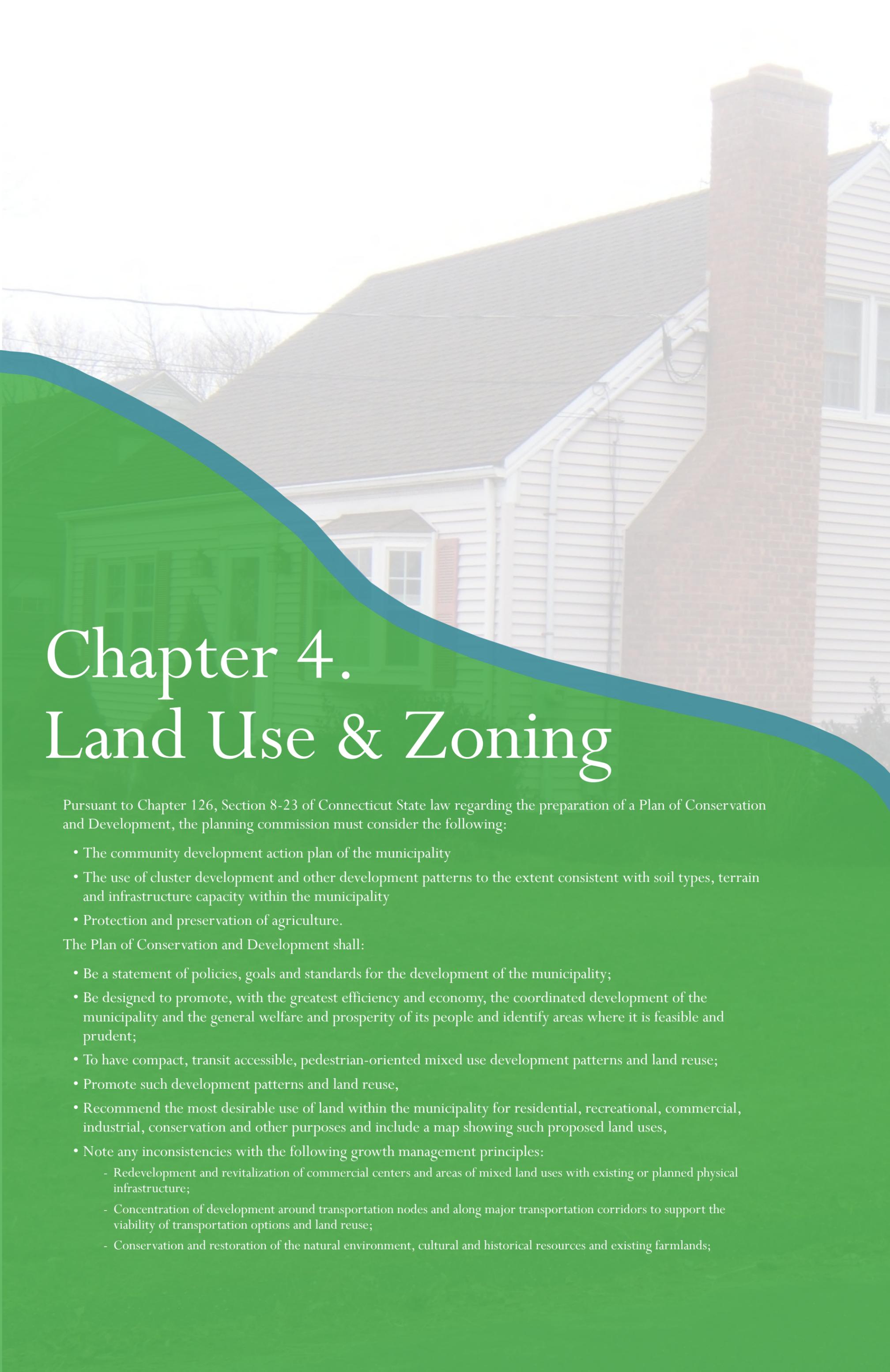
These findings represent areas for the Town to address that specifically suggested themselves during this analysis.

Table 6: Character Area Findings

Finding	How To Incorporate			
	Goals	Policy	Action Step	Graphic Plan
1 Preserve and enhance Stratford's overall character and the character of its distinct components		X		
2 Enhance neighborhood visual appeal through design guidelines or standards and thematic streetscape and landscaping			X	X
3 Create a land bank to amass property and address redevelopment needs	X	X		
4 Enhance the experience of the waterfront throughout the community		X		X
5 Complete the neighborhood pedestrian network			X	
6 Develop visual connections through such tools as gateways and streetscapes		X		X

Source: peter j. smith & company, inc.





Chapter 4. Land Use & Zoning

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the planning commission must consider the following:

- The community development action plan of the municipality
- The use of cluster development and other development patterns to the extent consistent with soil types, terrain and infrastructure capacity within the municipality
- Protection and preservation of agriculture.

The Plan of Conservation and Development shall:

- Be a statement of policies, goals and standards for the development of the municipality;
- Be designed to promote, with the greatest efficiency and economy, the coordinated development of the municipality and the general welfare and prosperity of its people and identify areas where it is feasible and prudent;
- To have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse;
- Promote such development patterns and land reuse,
- Recommend the most desirable use of land within the municipality for residential, recreational, commercial, industrial, conservation and other purposes and include a map showing such proposed land uses,
- Note any inconsistencies with the following growth management principles:
 - Redevelopment and revitalization of commercial centers and areas of mixed land uses with existing or planned physical infrastructure;
 - Concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse;
 - Conservation and restoration of the natural environment, cultural and historical resources and existing farmlands;



The Plan of Conservation and Development may show a program for enactment and enforcement of zoning and subdivision controls, building and housing codes and safety regulations. Land use is the basis of a Plan of Conservation & Development. Existing patterns of land use are the result of natural, man-made, and economic conditions that influence development. Land use regulations are established to guide development while protecting the environment and protecting community character. This chapter will examine existing land use patterns and the regulations and ownership patterns that guide them.

4.1 Existing Land Use

An inventory of the existing land use patterns by parcel reveals how development has occurred in the Town of Stratford as well as where there is a potential for future development. The inventory is also helpful in assessing open space and commercial needs. Parcel mapping and preliminary land use information was obtained from the Town of Stratford Computer Assisted Mass A (CAMA) data. Land use classifications were broken into the following categories:

- Agriculture
- Residential – Low Density
- Residential – Medium Density
- Commercial
- Industrial

An explanation for each of these land use categories are described in the sections below. Overall areas for the categories were calculated with a geographical information system (GIS) program. The areas of the parcels were summarized by land use. The following table presents a summary of land uses by area and percentage of the parcelized area within the Town. The land use area represents only parcels. Areas occupied by water or road right-of-ways were not included in this calculation.

Table 7: Existing Land Use

Land Use	Acres	Percent
Agriculture	129	1.3%
Residential – Low Density	4,042	42.0%
Residential – Medium Density	618	6.4%
Commercial	518	5.4%
Industrial	848	8.8%
Community Service	464	4.8%
Public Services	540	5.6%
Park/Open Space	1,903	19.7%
Vacant	572	5.9%

source: Town of Stratford, peter j. smith & company, inc.

4.1.1. Agriculture

Based on CAMA data, agriculture was not the primary use of any one parcels. However, several parcels were identified that have a significant share of land devoted to agricultural uses. Collectively these parcels occupy 129 acres of land within the Town. Parcels with agricultural uses are located in the northern section of the Town. These parcels were designated as agriculture for the purpose of demonstrating that there is some agricultural activity within the Town of Stratford. These parcels do not necessarily qualify for agricultural assessment under Public Act 490.

4.1.2. Residential –Low Density

Low-density residential land uses include individual lots with dwellings for three or fewer families. This land use is the predominant in the Town of Stratford, accounting for 42.0% of the land area. This land use is concentrated in the central portion of the Town between I-95 and Merritt Parkway. Some low density residential developments are located south and east of I-95. There is an isolated low density neighborhood south of the airport along the coast. Single family homes on larger lots are found north of State Highway 15. It must be noted that while the physical density of lots with three or fewer families is considered a low density development pattern, multi-family dwellings do result in an increased strain on municipal services, roads and infrastructure such as sewer and water.

4.1.3. Residential – Medium Density

Condominium developments and apartment complexes were designated as medium-density residential land uses. Closely grouped dwellings with a common open space characterize these developments. These land uses account for 6.4% of the area of the Town. Medium-density developments are scattered throughout the Town. The largest of these is a condominium development surrounding a golf course located on Oronoque Lane, north of State Highway 15. There is a large apartment complex along Success Road. Public housing developments are concentrated on Woodend Road north of the airport.

4.1.4. Commercial

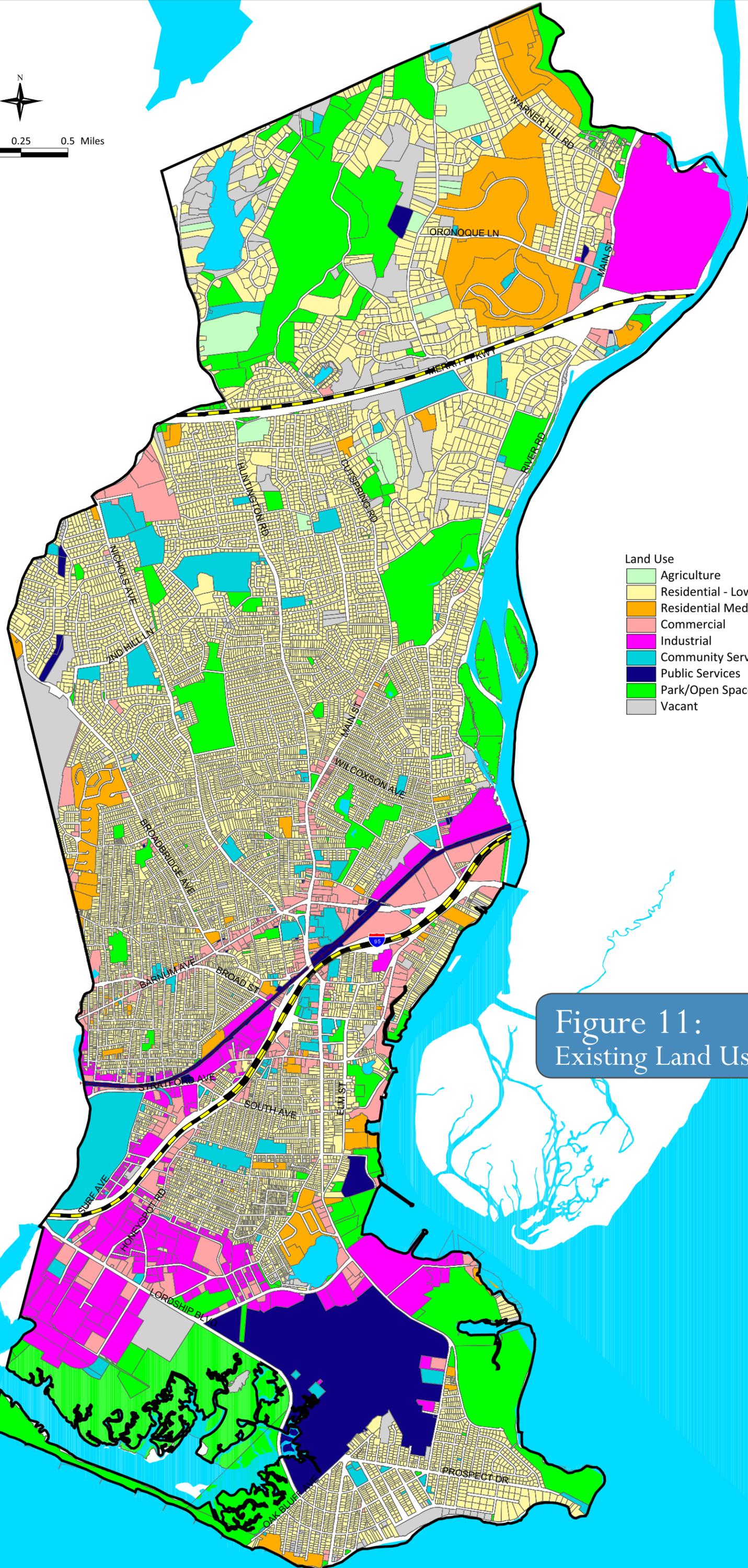
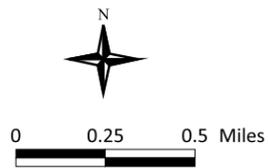
Commercial land uses included retail sales and service, auto sales and service, hotels, food, and beverage establishments, financial institutions and offices. Land devoted to these uses account for 5.4% of the Town. Commercial properties are located primarily along Barnum Avenue, Stratford Avenue/Ferry Boulevard and Main Street. A regional commercial destination is located on Barnum Avenue at the interchange of I-95. Office and warehouse uses are found in the southwest area of the Town.

4.1.5. Industrial

Industrial land uses include manufacturing and production establishments, warehouses and construction equipment storage yards. Industrial land uses make up 8.8% of the Town of Stratford. The largest individual property is the Sikorsky factory in northeast Stratford. Most other industrial uses are located around Lordship Boulevard in the southwest corner of the Town and along the railway corridor. There are industrial uses located north of the airport including the Stratford Army Engine Plant (SAEP). Not all properties identified as industrial uses have active industrial establishments. Some have become inactive brownfields. SAEP, once one of the largest employers in the area, has been closed by the US Military. The property is still in the process of finding a suitable redevelopment plan and buyer of the property.

4.1.6. Community Service

Community service land uses include schools, churches, cemeteries, government facilities, institutions, and medical facilities. These uses occupy 4.8% of the land in the Town of Stratford. St. Michaels Cemetery, located on Surf Avenue, is the largest property designated as community services. Schools are scattered throughout the Town. Churches and government uses are concentrated along Main Street on both side of I-95.



- Land Use
- Agriculture
 - Residential - Low Density
 - Residential Medium Density
 - Commercial
 - Industrial
 - Community Service
 - Public Services
 - Park/Open Space/Recreation
 - Vacant

Figure 11:
Existing Land Use



4.1.7. Public Service and Utilities

Land used for public utilities and transportation facilities were designated as public service uses. These uses account for 5.6% of the area in the Town of Stratford. Sikorsky Memorial Airport, located in the south east portion of the Town makes up a significant portion of this area. Sikorsky Airport is a regional airport owned by the City of Bridgeport.

4.1.8. Parks /Recreation/Open Space

Parks and open space areas are land areas dedicated to recreation and environmental preservation. They include active and passive parks and conservation areas. Parks, recreation and open space make up nearly 20% of the area within Stratford. The largest areas are McKinney Wildlife Refuge and Roosevelt Forest. McKinney Wildlife Refuge is a tidal wetland area located along the coast of Long Island Sound and accounts for 699 acres of open space. Roosevelt Forest is a large park in the northern section of the Town. The park was set aside during the Great Depression and was developed as a recreational area under the Works Progress Administration program under President Franklin D. Roosevelt. The City of Bridgeport maintains large areas around the airport for runway clearing and possible expansion. Islands located in the Housatonic River are preserved tidal wetlands. Ponds located throughout the Town are also designated as open space. The Mill River County Club is a recreational use include in this category even though it is not a public park. There is another golf course located in the Oronoque community. However, it is part of a unified development within a residential community and could not be classified as open space using the summarized parcel methodology. All other parks and open space classified areas are parks located throughout the Town including Long Beach and Short Beach. Open Space and recreational areas associated with schools were not included in this land use category.

4.1.9. Vacant Land

Vacant land is land that is currently not being used and is not designated for the purpose of preserving open space. Vacant land has the potential for future development. Vacant land comprises 5.9% of the area of the Town. There is a large vacant area located east of the airport that is going to be used for the development of a runway safety zone and the rerouting of Main Street. Another large area is connected to Success Lake open space; the land is privately owned and the area is designated to be developed as a business park. There are several larger undeveloped parcels located around Beaver Dam Lake and Roosevelt Forest. There are many other smaller vacant parcels scattered throughout residential areas.

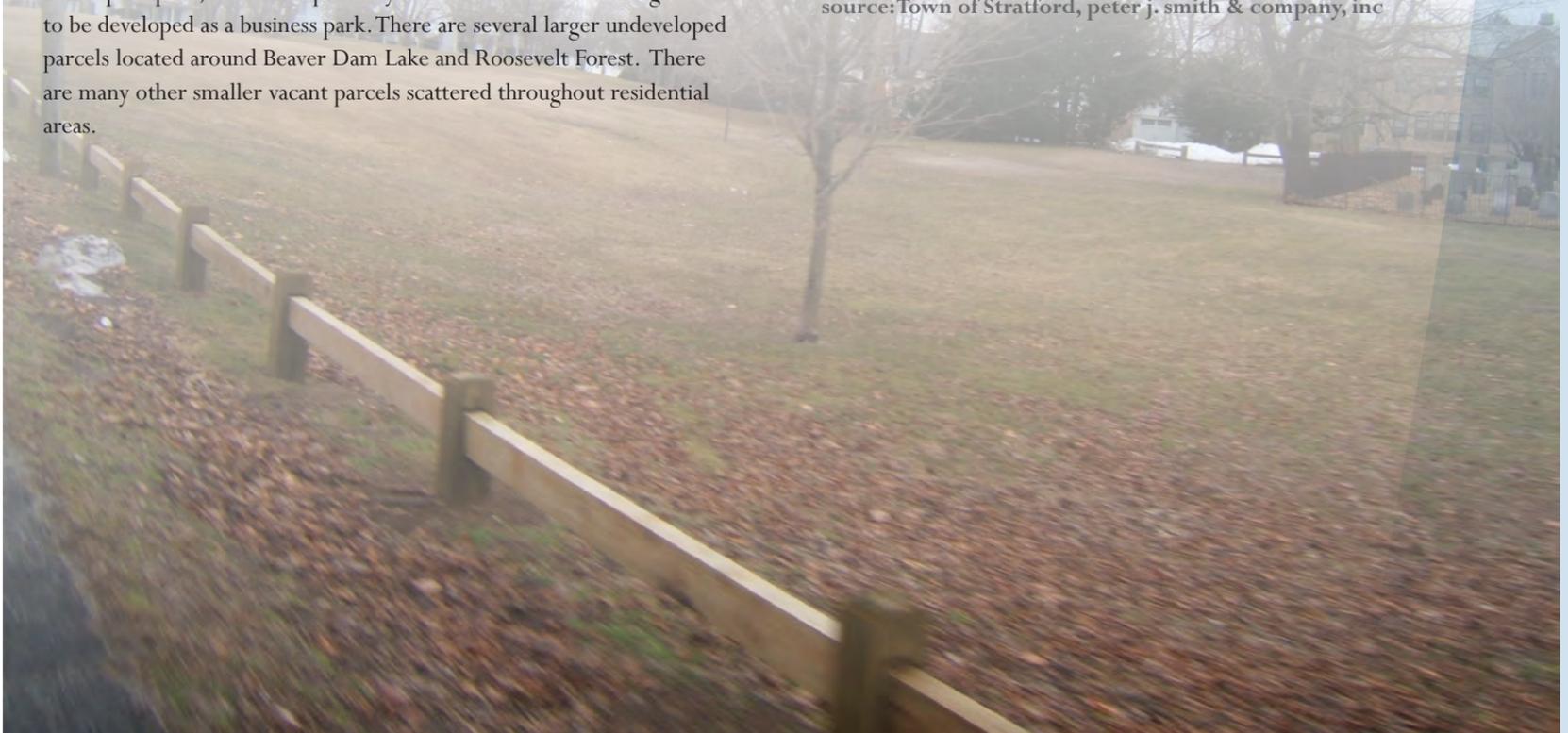
4.2 Zoning

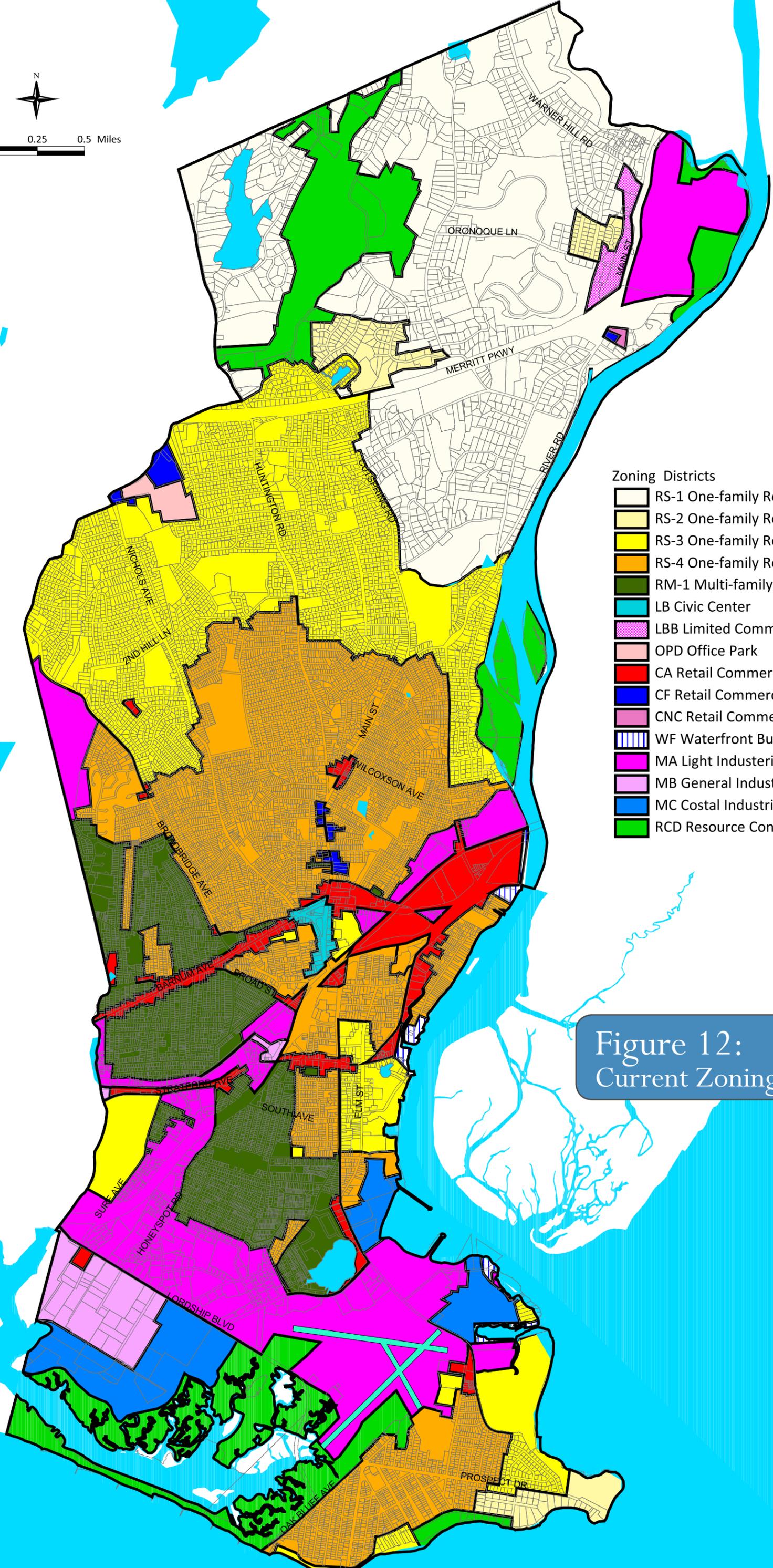
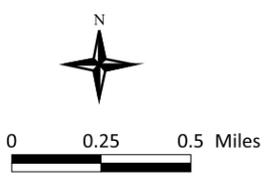
Zoning regulations are critical tools for controlling the type, density, and appearance of development within a municipality. Zoning regulations for the Town of Stratford were originally adopted in 1927 and have been amended on a regular basis since. Since then, there has been a series of amendments with the latest occurring in 2013. Zoning regulations establish permitted uses, minimum lot sizes, minimum front, side and rear setbacks for principal and accessory buildings, maximum building heights and maximum building and lot coverage. Zoning regulations can also dictate construction material and architectural design. The Town is divided into Zoning Districts where common uses and bulk regulations are permitted in order to achieve a compatible development. The districts are designed to separate incompatible uses. The districts are established in a hierarchy where each lower district is included, “nested,” within the other. This practice allows for mixed use developments to occur. However, there are no design guidelines catered to facilitating mixed use developments. Design guidelines are used to establish a desired character surrounding the Shakespeare Theater. The Theater District is an overlay district that was established in 1996. There are regulations to protect environmentally sensitive areas particularly coastal areas. The following table presents the distribution of zoning districts.

Table 8: Zoning

Zone	Acres	Percent
Single Family	RS-1	2,425 21.5%
	RS-2	136 1.9%
	RS-3	2,385 19.2%
	RS-4	2,225 19.0%
Multi-family	RM-1	681 8.0%
	LB	32 0.3%
Limited Business	LBB	46 0.4%
	OPD	35 0.3%
	CA	365 3.2%
Retail Commercial	CF	37 0.3%
	CNC	4 0.0%
Waterfront Business	WF	38 0.3%
Coastal Industrial	MC	320 2.8%
Light Industrial	MA	1,308 11.6%
General Industrial	MB	183 1.6%
Resource Conservation	RCD	1,069 9.5%

source: Town of Stratford, peter j. smith & company, inc





- Zoning Districts
- RS-1 One-family Residence
 - RS-2 One-family Residence
 - RS-3 One-family Residence
 - RS-4 One-family Residence
 - RM-1 Multi-family Residence
 - LB Civic Center
 - LBB Limited Commercial
 - OPD Office Park
 - CA Retail Commercial
 - CF Retail Commercial
 - CNC Retail Commercial
 - WF Waterfront Business
 - MA Light Industrial
 - MB General Industrial
 - MC Costal Industrial
 - RCD Resource Conservation

Figure 12:
Current Zoning



4.2.1. Residential Districts

There are four single family (RS) districts. The RS Districts, numbered 1-4, permit single-family dwellings and some community services use with a special permit. Minimum lot sizes vary among the districts from 40,000 ft² (1) down to 7,500 ft² (4). Typically, these districts are distributed in the Town from north to south with the larger lot sizes occurring in the north.

The RM District permits two-family houses along with uses permitted in the RS zones on lots with a minimum size of 7,500 ft. This zone is generally located south and west of the R-4 zone. The isolated Lordship Beach neighborhood, located south of the airport, is zoned RS-2, RS-3 and RS-4.

There are no zoning districts for apartment complexes. However, there are regulations for apartment complexes and affordable housing complexes. These uses are permitted in any of the RS zones and RM zone, as well as the more intense commercial zones. Density requirements vary depending on the zone in which the complex is located.

4.2.2. Commercial Districts

There are nine different commercial districts divided into four categories. The Limited Business category includes the LB Civic Center and LBB Districts and the OP Office Park District. The LB Civic Center District is located on Main Street surrounding the Town Hall. The District has a maximum building coverage of 25% with a maximum height of 30 feet. The LBB differs in that it is located in areas where there are special topographic considerations. The district is located opposite of the Sikorsky Aircraft facility and allows building heights of up to 60 feet. One area off of Nichols Avenue is zoned for Office Park. The District allows building up to 60 feet, but only has a Floor Area Ratio (FAR) of 25%. This means that a five story office building can only take up 1/20 of the lot.

The Retail Commercial Districts include the CA, CF, CNC, and TH (Theater) Districts. The CA District permits all uses permitted in the Limited Business District with the addition of retail uses. The CA district is the predominant commercial district found along the major commercial corridors of Barnum Avenue, Stratford Avenue, and Ferry Boulevard. The District allows a 50% building coverage with heights up to 35 feet. The CF district permits a few more uses than the CA District, but all uses in the CF district are required to be heard by the Zoning Commission as a special case. The CF District is designed for larger lots, but only has a FAR of 25%. The CNC District is a neighborhood retail commercial district with maximum building heights of 30 feet. The Theater District is functionally an overlay district encompassing four different underlying districts. The Theater District provides design standards and is designed to create a village atmosphere for the area surrounding the Shakespeare Theater. There is also a Waterfront Business designed for marine oriented uses.

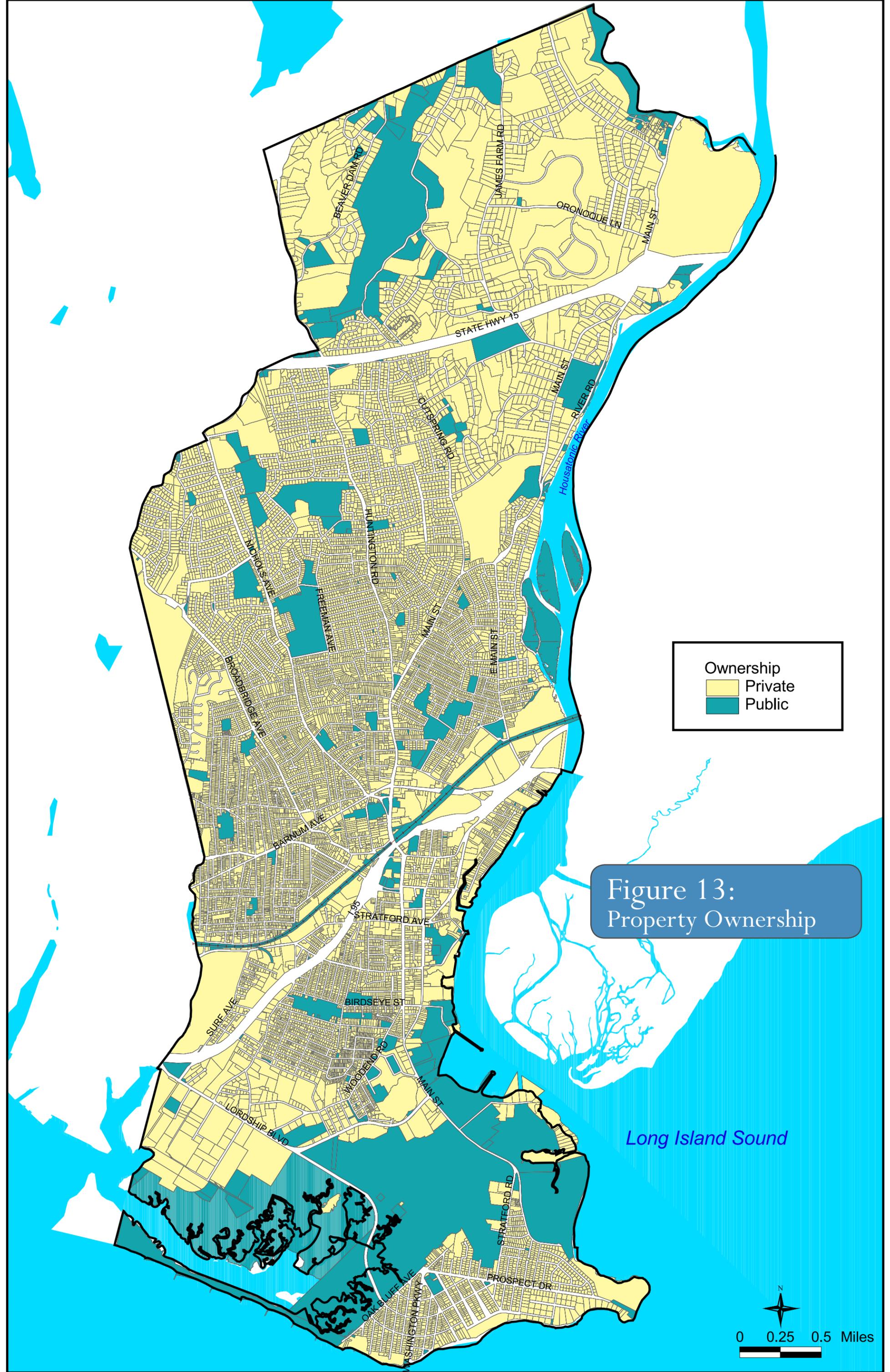
4.2.3. Industrial Districts

There are three industrial districts. The Light Industrial District (MA) is the predominant industrial district located primarily on the north side of Lordship Boulevard and along the I-95 Corridor. The District permits up to three stories and mandates 20% open space. The Coastal Industrial District (WC) are designed for more waterfront dependant industrial uses and are located where there is a possibility of occasional flooding. The district permits building up to 40 feet, but only two stories. There is a maximum building coverage of 30%. The General Industrial District (MB) is designated for more intense industrial uses. The district is located on the south side of Lordship Boulevard. None of the industrial districts contain design standards to limit large unarticulated walls.

4.3 Ownership

Ownership patterns are important to determine the potential for access in order to carry out some projects. It is much easier to gain access on public land for creating trails and other public amenities. Gaining access to private for these purposes requires acquisition or establishment of easements. Eminent Domain may be used in some cases, but could face opposition. One quarter of the Town is owned by public agencies. Publicly owned parcels include the airport, Roosevelt Forest, McKinney Wildlife Refuge, and public parks and schools. The SAEP property is also publicly owned. While there are large parts of the waterfront in public ownership, there are sections that are privately owned. These parcels present a challenge to establishing a complete waterfront trail.





Ownership

- Private
- Public

Figure 13:
Property Ownership

Long Island Sound

0 0.25 0.5 Miles



4.4 2003 Plan Summary

The 2003 Plan of Conservation and Development for the Town of Stratford focuses mainly on waterfront development and carrying on the policies presented in the 1993 plan. Policies applicable to land use in the 2003 Plan include the following:

Table 9: 2003 Land Use Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Protect residential neighborhoods from incompatible uses and preserving the character of residential neighborhoods	Complete	Current regulations have resulted in separated uses with little mixed use development	Yes
Give careful consideration to the density and scale of new development	TOD has provided some of this additional standard	Scale and density regulations are inconsistent throughout the Town	Yes
Consider Mixed-Use Zones where appropriate	Not Completed	There are no designated Mixed Use Zones	Yes
Designate some industrial land for commercial uses.	Not Completed	Still abundance of Industrial Land	Yes
Limit typical “strip” development.	Strip development is not prohibited	Strip Development is still not properly regulated	Yes
Encourage non-residential developments with sufficient depth to provide internal circulation	Partially Completed	Resulted in establishment of regional commercial uses. However has not yet been applied to older, existing industrial properties	Yes
The 1993 plan focuses on changes which protect steep slopes.	Completed	Steep slopes are taken into consideration during approval	Yes

source: Town of Stratford 2003 Plan of Conservation & Development, peter j. smith & company, inc.

4.5 Policy Assessment

- Policies geared towards separating residential neighborhoods have worked effectively.
- While there is mention of creating a mixed-use area, there has been no real plan to do so, nor effective regulations to get it done.
- Policies that have been established to avoid strip development have not yet been effective in encouraging alternative and mixed-use commercial development.
- The Theater District, added later to the zoning code, was the only attempt to create a mixed use village center. Unfortunately the theater closed before real progress was realized.
- The Town successfully established a Transit Oriented District floating zone.

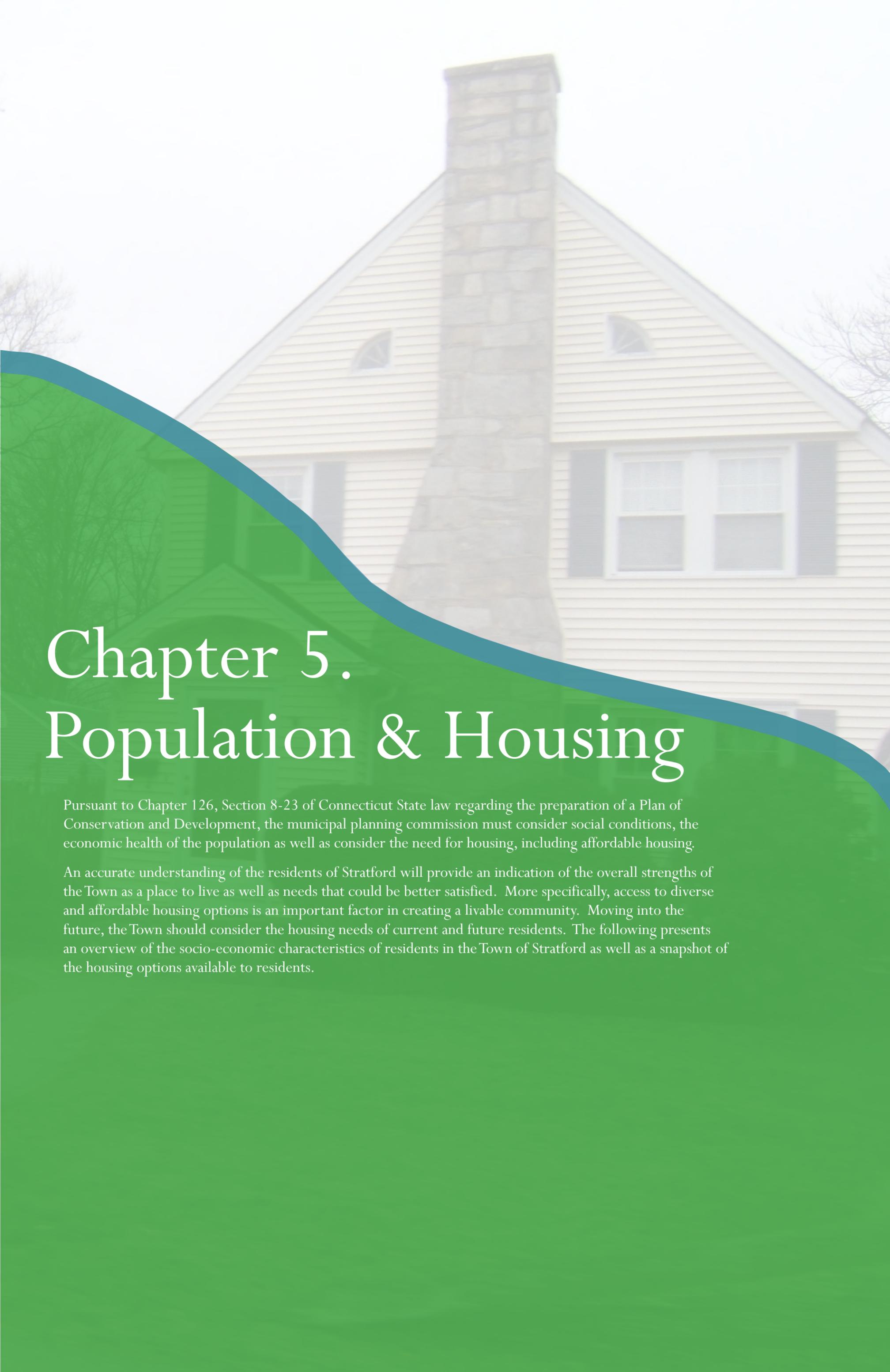
4.6 Findings

Following are findings regarding Land Use & Zoning in the Town of Stratford.

Table 10: Land Use Findings

Finding	Goals	How To Incorporate		Graphic Plan
		Policy	Action Step	
1 There is little agricultural land left in the Town	X			
2 40% of the Town is Single Family Residential	X	X		
3 The Town has a sizable industrial base		X	X	
4 Large areas of the Town are set aside for recreation and conservation	X	X	X	
5 SAEP still looking for redevelopment plan	X	X	X	X
6 There is very little vacant land for development	X	X	X	
7 25% of the land is in public ownership	X	X	X	
8 Zoning regulations lack design standards to control the appearance of development	X	X	X	
9 Building height and FAR are too small to permit any concentrated development pattern such as a TOD or a corporate office park	X	X	X	
10 The Zoning Ordinance has no mechanism for planned developments that would otherwise not be permitted by the zoning	X	X	X	

Source: peter j. smith & company, inc.

A photograph of a house with a prominent stone chimney and a gabled roof. The house has light-colored siding and dark shutters on the windows. The image is partially obscured by a large green graphic overlay that curves across the bottom and left sides. The text 'Chapter 5. Population & Housing' is written in white serif font on the green background.

Chapter 5. Population & Housing

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider social conditions, the economic health of the population as well as consider the need for housing, including affordable housing.

An accurate understanding of the residents of Stratford will provide an indication of the overall strengths of the Town as a place to live as well as needs that could be better satisfied. More specifically, access to diverse and affordable housing options is an important factor in creating a livable community. Moving into the future, the Town should consider the housing needs of current and future residents. The following presents an overview of the socio-economic characteristics of residents in the Town of Stratford as well as a snapshot of the housing options available to residents.



4.1 Overview of Conditions

Table 11: Town of Stratford Demographic Overview (2000 - 2011)

	2000	2011
Population	49,389	51,116
Households	19,310	19,922
Families	13,922	13,248
Median Age	40.4	42.0
Per Capita Income	*\$34,617	\$33,716
Average Household Size	2.54	2.54
Total Housing Units	20,152	20,991
Owner Occupied Housing Units	15,989	16,034
Renter Occupied Housing Units	3,909	3,888
Median Home Value	*\$208,261	\$289,300

source: Stratford Housing Authority

Socioeconomic conditions in Stratford are reflective of an urbanized community that is experiencing some increased demand pressures due to its location along the water and proximity to a large urbanized area in Bridgeport, CT. Since 2000, the Town has seen its population increase by approximately 3.5% to just more than 51,000 residents. To follow, housing units have increased by 4% over that time. There are some indications that this population is becoming increasingly stable as the rate of home ownership versus rentals has also increased at a similar rate (3.2%) since 2000. However, per-capita income, adjusted for inflation has slightly decreased by approximately \$900 over that same time period. Finally, Stratford's population is aging, increasing by more than a year and a half from 2000 to 2011.

The Town is home to 514 state and federal public housing units, providing homes for low to moderate income families as well as senior citizens. These units are owned and managed by the Stratford Housing Authority and contribute to the Town's ability to provide housing accessibility to residents of all income levels. A 2012 Analysis of Impediments to Fair Housing Choice have identified several factors contributing to housing access. The most significant impediment was affordability citing that while housing costs have significantly increased over time, 39% from 2000 to 2011, income has not increased at a similar rate. Other impediments identified include inflexible zoning law, a negative perception of affordable housing, deed restrictions as well as a lack of land opportunities for the development of new housing.

4.1.1 Stratford Public Housing Units

Table 12: Public Housing Units in the Town of Stratford

Public Housing Units	
Unit Type	# of Units
Federal Family Housing Units	101
Federal Elderly Housing Units	200
State Family Housing Units	100
State Elderly Housing Units	113

source: Stratford Housing Authority

5.1 Stratford's Population

Stratford's population exhibits some distinguishing characteristics from the State of Connecticut and surrounding communities. Some of these differences have significant implications for planning decisions, development issues and community needs ongoing into the future.

Table 13: Population Sex & Age (2011)

Population Sex & Age	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Total population	51,116	3,558,172	911,196	143,412	35,752
Male	47.5%	48.7%	48.6%	48.3%	47.7%
Female	52.5%	51.3%	51.4%	51.7%	52.3%
Median Age	42.0	39.8	39.3	32.6	43.1
19 years & Under	23.6%	25.9%	27.3%	29.7%	28.0%
20 to 34 years	16.9%	17.9%	16.9%	23.7%	11.2%
35 to 44 years	14.1%	14.0%	14.7%	14.6%	13.6%
45 to 54 years	15.9%	16.0%	16.1%	12.8%	18.0%
55 to 64 years	12.2%	12.2%	11.5%	9.0%	10.4%
65 years & over	17.3%	14.0%	13.4%	10.2%	18.8%

source: U.S. Census Bureau & peter j. smith & company, inc.

Stratford has an aging population that is statistically older than most communities around it. During the past decade, the median age of Town residents has increased by 4% to 42 years. This is significantly higher than surrounding communities. Fairfield County as a whole has a median age of 39.3 years while neighboring Bridgeport is nearly 10 years younger at 32.6 years. Perhaps most important within this statistic is Stratford's higher concentration of residents of retirement age (65+), which is significantly higher than all areas studied with the exception of Trumbull. In terms of planning, this indicates a higher need for community facilities, services as well as affordable housing that is geared towards an older, fixed-income population.

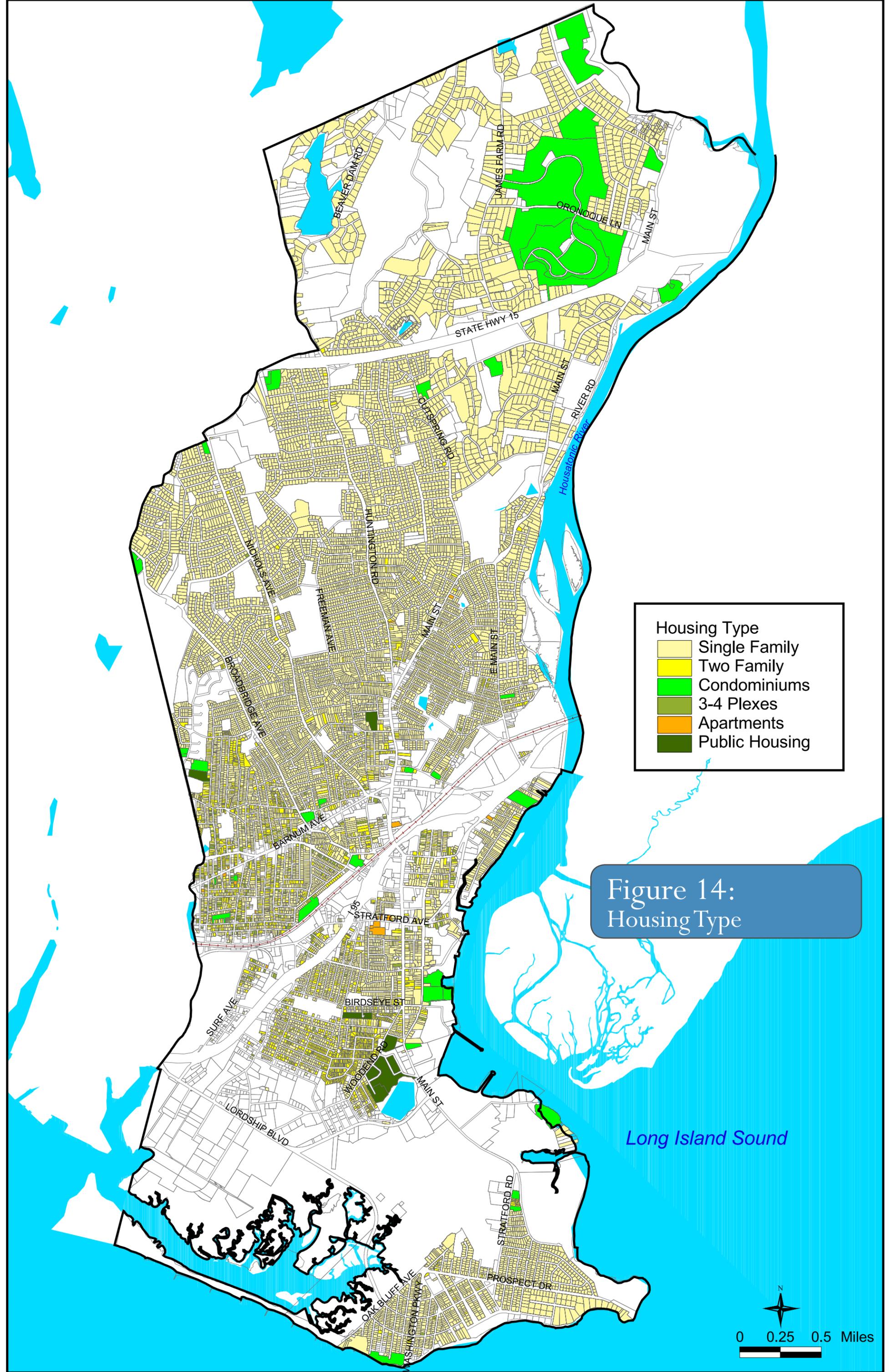


Figure 14:
Housing Type



Table 14: Race (2011)

Population Race	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
One race	98.2%	97.7%	98.3%	98.1%	98.6%
White	78.0%	78.6%	76.6%	48.6%	90.8%
Black or African American	13.3%	9.8%	10.6%	34.5%	2.1%
American Indian and Alaska Native	0.1%	0.2%	0.1%	0.1%	0.0%
Asian	3.4%	3.8%	4.6%	3.6%	4.7%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%
Another race	3.4%	5.3%	6.4%	11.2%	1.0%

source: U.S. Census Bureau & peter j. smith & company, inc.

Diversity in Stratford is relatively similar to trends across the state and county. Of those identifying themselves as one race, 78% are white. Just more than 20% of the population is minority with another 1.8% identifying as multiracial. These figures fall between the more urban population of Bridgeport where less than half the population identifies themselves as white alone and Trumbull where more than 90% of the population is white alone. These figures are reflective of Stratford's location adjacent to the County's largest urban center in Bridgeport where the region's most diverse population resides.

5.2 Stratford's Housing

The Town's housing conditions give a tangible indication of the lifestyle and quality of life experienced by Stratford residents. The issue of access to affordable housing options has been an ongoing concern in the Town, though not an uncommon issue found throughout much of Connecticut. The Plan of Conservation and Development should aim to encourage living opportunities that are healthy and accessible for all existing and future populations of Stratford.

Table 15: Housing Unit Types (2011)

Housing Type	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
1-unit, detached	64.6%	59.3%	58.0%	26.4%	87.6%
1-unit, attached	9.6%	5.2%	6.2%	5.8%	2.5%
2 units	11.9%	8.0%	8.5%	15.5%	0.3%
3 or 4 units	4.8%	8.9%	8.6%	22.0%	2.3%
5 to 9 units	1.8%	5.4%	4.8%	7.0%	2.1%
10 to 19 units	2.2%	3.8%	3.7%	6.6%	1.3%
20 or more units	5.0%	8.5%	9.8%	16.5%	3.6%
Mobile home	0.0%	0.9%	0.4%	0.1%	0.2%

source: U.S. Census Bureau & peter j. smith & company, inc.

Nearly two thirds of housing units in the Town of Stratford are single family, detached homes, a figure slightly more than across the state and county, but far greater than Bridgeport's more urban development and less than neighboring Trumbull. Another 10% are single-family attached homes such as townhomes or condominiums. Nearly 12% of homes in Stratford are within doubles and another nearly 14% are in larger multi-unit structures. The Town is not home to any mobile homes, unlike each of the other areas studied.

Table 16: Household Tenure (2011)

Household Tenure	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
5 years or less	26.8%	34.4%	34.0%	46.6%	22.0%
6 to 10 years	20.7%	20.6%	21.4%	22.7%	19.1%
11 to 20 years	23.5%	20.2%	21.2%	15.3%	26.7%
21 to 50 years	17.7%	17.4%	16.3%	11.8%	19.3%
51 years or more	11.4%	7.4%	7.1%	3.7%	12.9%

source: U.S. Census Bureau & peter j. smith & company, inc.

Residents of Stratford have typically been in their homes much longer than populations of other communities. Almost 30% of residents have been in their homes more than 20 years and more than half have been in the same home more than 10 years. This is in contrast to a more transient urban area like Bridgeport where 70% have been in their homes less than 10 years and nearly half of the population has moved within the last five years. In Stratford, approximately one quarter of the population has moved in the past five years, this is less than trends seen across the state and county and similar to Trumbull. Combined with a relatively high rate of homeownership, these figures reflect an older population and indicate a level of residential stability in the Town.

Table 17: Housing Age (2011)

Housing Age	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
5 years or Less	0.5%	2.4%	2.4%	1.5%	1.1%
6 to 10 years	1.2%	4.1%	4.0%	1.0%	4.6%
11 to 20 years	3.5%	7.4%	6.5%	3.2%	9.0%
21 to 50 years	35.1%	40.1%	39.9%	29.8%	44.0%
51 to 70 years	35.3%	22.6%	25.2%	29.0%	32.0%
71 years or older	24.4%	23.3%	22.0%	35.6%	9.3%

source: U.S. Census Bureau & peter j. smith & company, inc.

Among the communities studied, the Town of Stratford has experienced the lowest rate of new housing construction over the past five years, increasing its housing stock by just one half of a percent. The Town also has, by far, the least percentage of its housing constructed within the past 20 years, 5.2% compared to 13.9% across the state, 12.9% for the county, 14.7% in Trumbull and 5.7% in Bridgeport. This indicates that the Town has not recently experienced significant development pressures for new housing, relative to demand seen throughout other Towns.



5.2.1. Foreclosures

Foreclosures occur when property owners default on their loan which secured their property. When this happens, the bank takes possession of the property and attempts to sell it to make up the loss from the loan. Since 2007, there has been a nationwide foreclosure epidemic which has peaked in 2010. High concentrations of foreclosures can degrade neighborhoods and unravel municipal budgets. A foreclosed property remains vacant, at least for a period of time. These vacant buildings attract thieves who strip the houses for scrap metal. When these houses are stripped, they are harder to sell ultimately become blighted properties that create an eyesore for the surrounding neighborhood. Property values of surrounding properties go down. Even when a bank is able to secure the property from vandalism and sell the property, the properties go for a much lower cost at an auction. Low sale prices within a neighborhood can also bring down the value of surrounding properties. As property values go down, the municipality loses a share of its tax base. In areas with a high concentration of foreclosures, these effects are multiplied. Neighborhoods are destroyed and municipalities need to cut services that are needed to restore these neighborhoods. Many municipalities have been forced into bankruptcy.

The Town of Stratford was also negatively affected by the foreclosure crisis. Foreclosure data for the Town of Stratford was obtained from the Town Assessor. The foreclosures were a list of names and addresses on an Excel spreadsheet, compiled since 2010. The addresses were geocoded into a GIS Program. Residential foreclosures were selected out by current land use. The Town recorded 198 residential foreclosures since 2010. This number represents 0.9% of all housing units. The highest concentrations of residential foreclosures are found in the southern neighborhoods north of the Lordship Boulevard industrial area.

The Town of Stratford should develop a land banking system to deal with residential tax foreclosed properties. The most common land banking systems transfer the property to non-profit organizations who provide affordable housing opportunities for both sale and rental units. The practice distributes affordable housing throughout the community. A regional approach to land banking is more effective means to distribute affordable housing. The practice would provide needed affordable housing as well as return the properties to taxpaying status. In addition, use of the vacant properties reduces the negative effect on surrounding properties.

5.3 Housing Initiatives

Though the Town's housing stock experiences lower price points relative to other communities throughout Fairfield County, the Town does still continue to face issues of affordability. Stratford has several initiatives which strive to create diverse housing opportunities.

5.3.1. Zoning

In addition to the provision of affordable public housing units by the Stratford Housing Authority, the Town also has zoning regulations and recommendations that promote a greater diversity of housing options. Described in greater detail in the Zoning chapter, the Town has a Transit-Centered Development Floating Zone which encourages denser, mixed-use development adjacent to public transportation. Such regulations provide the opportunity for smaller dwelling units in walkable neighborhoods where residents are less dependent on car ownership and have greater options for affordable mobility.

5.3.2. Stratford Housing Partnership

The Stratford Housing Partnership was created in 1990 with the charge of advocating and facilitating the development of affordable housing in the Town. Among the partnership's duties include identifying housing needs and opportunities within the Town, establishing the price range for affordable housing, identifying available public land for affordable housing, advising the Town Council on housing, reviewing zoning regulations and implementing a plan to satisfy housing needs.

5.3.3. Stratford Housing Authority

The Stratford Housing Authority, was established in 1943 to provide housing to low and moderate income families. The authority is governed by a board of five commissioners, appointed by the Town Council. The authority is independent from the Town of Stratford and regulated by the Federal Department of Housing and Urban Development (HUD) and the State of Connecticut through the Department of Economic and Community Development (DECD) and the Connecticut Housing Finance Authority (CHFA). In addition to the 514 family and elderly apartment units that it owns and manages, the authority also assists an additional 280 families with section 8 vouchers residing in private apartments in the Town.

State-Recognized Affordable Housing Regulations

As defined by the State of Connecticut, Stratford affordable housing inventory is less than 6% of the Town's total residential units. The State of Connecticut under general statute section 8-30g, sets forth provisions for providing affordable housing within development. Recent provisions have included the requirement of a 40-year deed restriction on for sale or rental housing developed under the law. This regulation is viewed as too restrictive and limits the potential gains on sale of real property. There are also challenges in regards to the design of affordable housing. If the Town zoning board issues a negative decision on a housing project for design and site plan issues, the Town is unable to defend that reasoning upon court appeal, which allows the municipality to only defend the decision based upon public health and safety. It is suggested that the appeals process needs to also consider underlying zoning law.

5.3.4. Disability Access

The Resources to Actualize Mobility Program (RAMP) is an initiative serving Bridgeport and Stratford to facilitate home improvements to improve access for disabled persons including wheelchair ramps and other modifications. The Town of Stratford utilizes Community Development Block Grant funding to support this program and its implementation. Presently this program supports approximately three to five improvement projects in the Town, annually.



5.4 2003 Plan Summary

Recommendations in the 2003 Plan of Conservation and Development concerning this chapter are primarily focused upon housing. The plan encourages more diverse and affordable living opportunities for Stratford residents; it also stresses the importance of development patterns and housing types that respond to resident needs and strengthen existing communities.

Moving forward, the Town should continue to incorporate policy and recommendations items that make Stratford a more livable community, financially and physically. Future growth plans should provide further definition to how new housing development can strengthen existing character, diversify housing options and create living opportunities that are available to all existing and future residents, of all financial means.

Table 18: 2003 Population & Housing Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Support creation of affordable housing units for the elderly	Incomplete	Additional affordable housing units for the elderly have not been created since 2003	Yes
Create Mixed-Use Zones where appropriate	Ongoing	This was completed for the TOD overlay	Yes
Support efforts to create affordable units	Ongoing	Additional affordable housing units have not been created since 2003	Yes
Improve State regulations regarding affordable housing	Ongoing	Has not yet happened	Yes
Future population growth should be anticipated to reach a maximum of 54,000	Ongoing	N/A	Yes
A variety of housing types should be available	Ongoing	Diversity in housing types has increased since 2003	Yes
Encourage housing developments which relate to the character of existing neighborhoods	Ongoing	Some development, especially in the TOD has improved contextual Character	Yes
Support housing that recognizes lifestyle needs	Ongoing	There is still a greater need for more diversity in housing	Yes
Encourage the formation of partnerships between the town and various housing-related entities to provide affordable housing that meets the needs of individuals	Ongoing	N/A	Yes
Support efforts that promote the conversion of existing housing stock to affordable housing	Incomplete	Additional affordable housing units have not been created since 2003	Yes
Promote affordable housing efforts that help revitalize existing neighborhoods to restore underutilized and vacant properties	Incomplete	Additional affordable housing units have not been created since 2003	Yes

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.

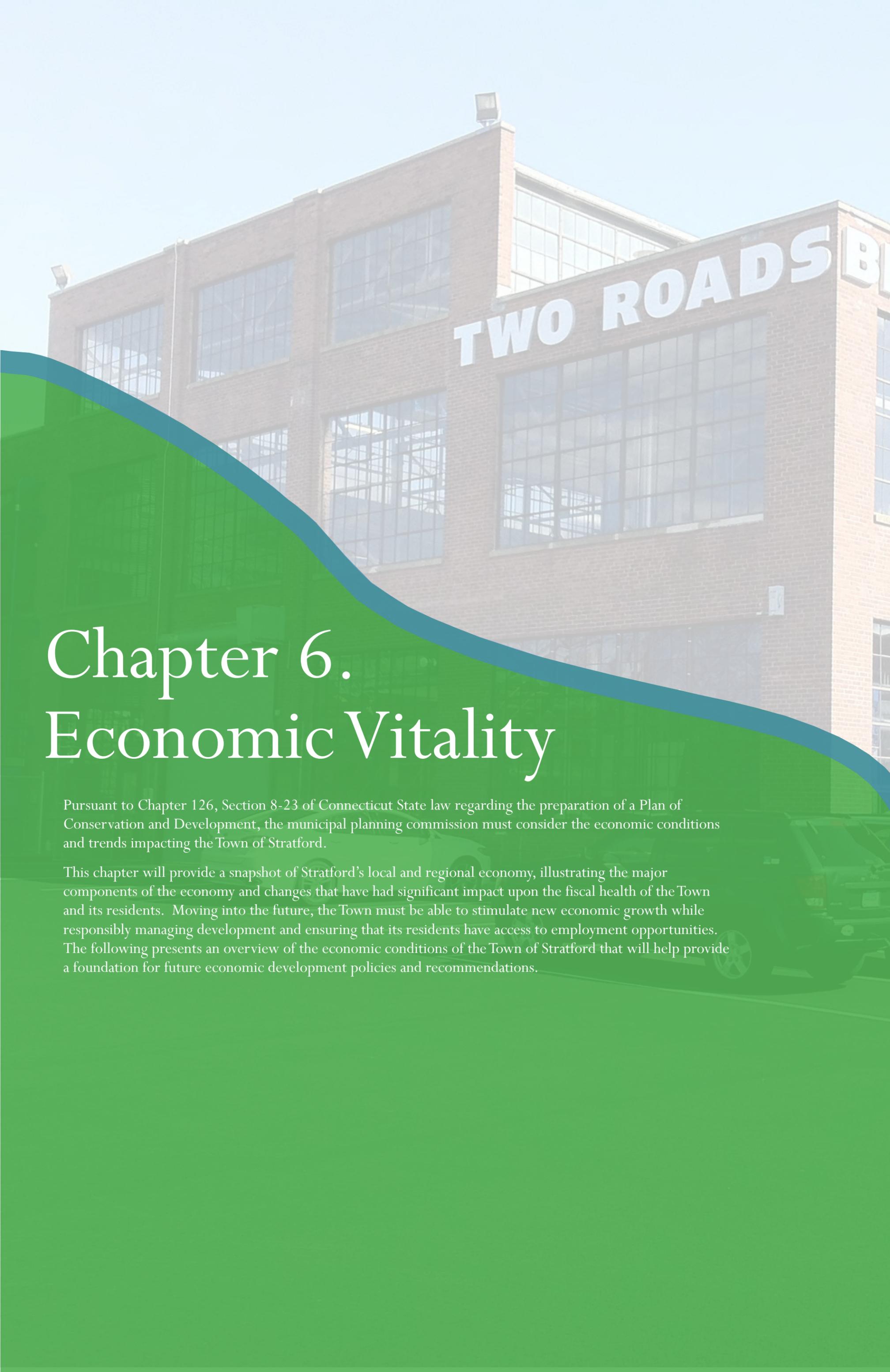
5.5 Findings

Affordability and diverse housing opportunities continue to be concerns in the Town of Stratford. The Town's population exhibits lower education levels and increasingly dependent residents as they get older. The following are significant findings regarding the population and housing of the Town of Stratford.

Table 19: Population & Housing Findings

Finding	Goals	How To Incorporate		
		Policy	Action Step	Graphic Plan
1 Rise in housing costs have exceeded rise in income making Stratford an increasingly unaffordable place to live	X	X	X	
2 Public housing units have not increased since 2003	X	X		
3 Stratford's population is aging, including residents of retirement age		X	X	
4 Education levels lag behind other communities	X	X	X	
5 Stratford has experienced relatively low new home construction over the past five years				X
6 Stratford's housing stock is slowly becoming more diverse, but still lags behind the State and County overall	X	X	X	X
7 There is a call to reform section 8-30g of State law regarding affordable housing to require less onerous deed restrictions and incorporate local zoning into the appeals process		X	X	

source: peter j. smith & company, inc.



TWO ROADS B

Chapter 6. Economic Vitality

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the economic conditions and trends impacting the Town of Stratford.

This chapter will provide a snapshot of Stratford's local and regional economy, illustrating the major components of the economy and changes that have had significant impact upon the fiscal health of the Town and its residents. Moving into the future, the Town must be able to stimulate new economic growth while responsibly managing development and ensuring that its residents have access to employment opportunities. The following presents an overview of the economic conditions of the Town of Stratford that will help provide a foundation for future economic development policies and recommendations.



6.1 Overview of Conditions

Table 20: Town of Stratford Economic Overview (2000 - 2011)

	2000	2011
Population	49,389	51,116
Population in Labor Force	63.8%	68.5%
Unemployment Rate	4.0%	10.3%
Per Capita Income	*\$34,617	\$33,716
Most Prominent Occupation	Management/Business (35.7%)	Management/Business (39%)
Most Prominent Industry	Education, Health, Social Services (19.4%)	Education, Health, Social Services (25.5%)
Largest Private Employers	Sikorsky	Sikorsky

The Town of Stratford's economic footprint has evolved over time; its dynamic, adaptive qualities have allowed the area to endure as a mix of industrial, commercial, retail and diverse residential uses. Throughout the twentieth century, the Town stood as a stronghold for industry and manufacturing, building upon the development of the City of Bridgeport as a coastal economic center. Taking advantage of its port location and regional position in the Northeastern United States, Stratford became a significant manufacturing Town, with two of the largest employers in the region, Sikorsky Aircraft and the Stratford Army Engine Plant. Together, these workplaces employed more than 15,000 residents of the area in management, engineering and manufacturing occupations. While the Stratford Army Engine Plant closed in the late 1990s, Sikorsky Aircraft remains a growing employer at their headquarters location on Main Street in the northern sector of Town.

Reflective of trends experienced throughout the United States, the Town has seen a significant rise in unemployment since 2000. Thirteen years ago, unemployment in Stratford was 4%, by 2011, it had more than doubled to 10.3%. As of February, 2013, unemployment had dropped back to 9.2%. The Town has also seen its primary source of employment shift further away from manufacturing towards the service industry. Education, health and social services is now the primary industry of employment in the Town and growing. In 2000, just less than 20% of residents worked in these fields. By 2011, that number increased to more than one quarter of all Town residents.

6.1.1. A Renewed Priority on Economic Development

At the time of the drafting of the Plan of Conservation and Development, the Town of Stratford has placed a renewed emphasis on economic development. The Town has consolidated community and economic development into one office and has allocated increased budgetary expenditures and staffing towards the economic development. In 2013 the Town has hired an Economic Development Supervisor in addition to the Director's position and is in the process of also adding an administrative assistant to the department. The Town understands the need to grow new commercial and industrial businesses in order to limit the tax burden that falls upon local residents.

6.1.2. Major Employers

Table 21: Major Private Employers

Company Name	Type of Business	Employees
Sikorsky Aircraft Corporation	Headquarters - Helicopter Development & Assembly	8,300
Ashcroft Inc	Headquarters - Manufactures Electrical Components	475
UPS	Package Distribution Center	415
Applied Tech Products	Health & Beauty Products	267
Bridgeport Fittings Inc	Manufactures Conduits and Fittings	258
Aptar	Headquarters - Manufactures Spray Pumps	253

source: Connecticut Central Coast Economic Development

Sikorsky Aircraft is the largest private employer in Connecticut's Central Coast region, which includes Fairfield and New Haven Counties, with nearly four times the number of employees as the next largest company. The Town is home to six of the 66 largest employers in the region.

6.2 Employment Characteristics

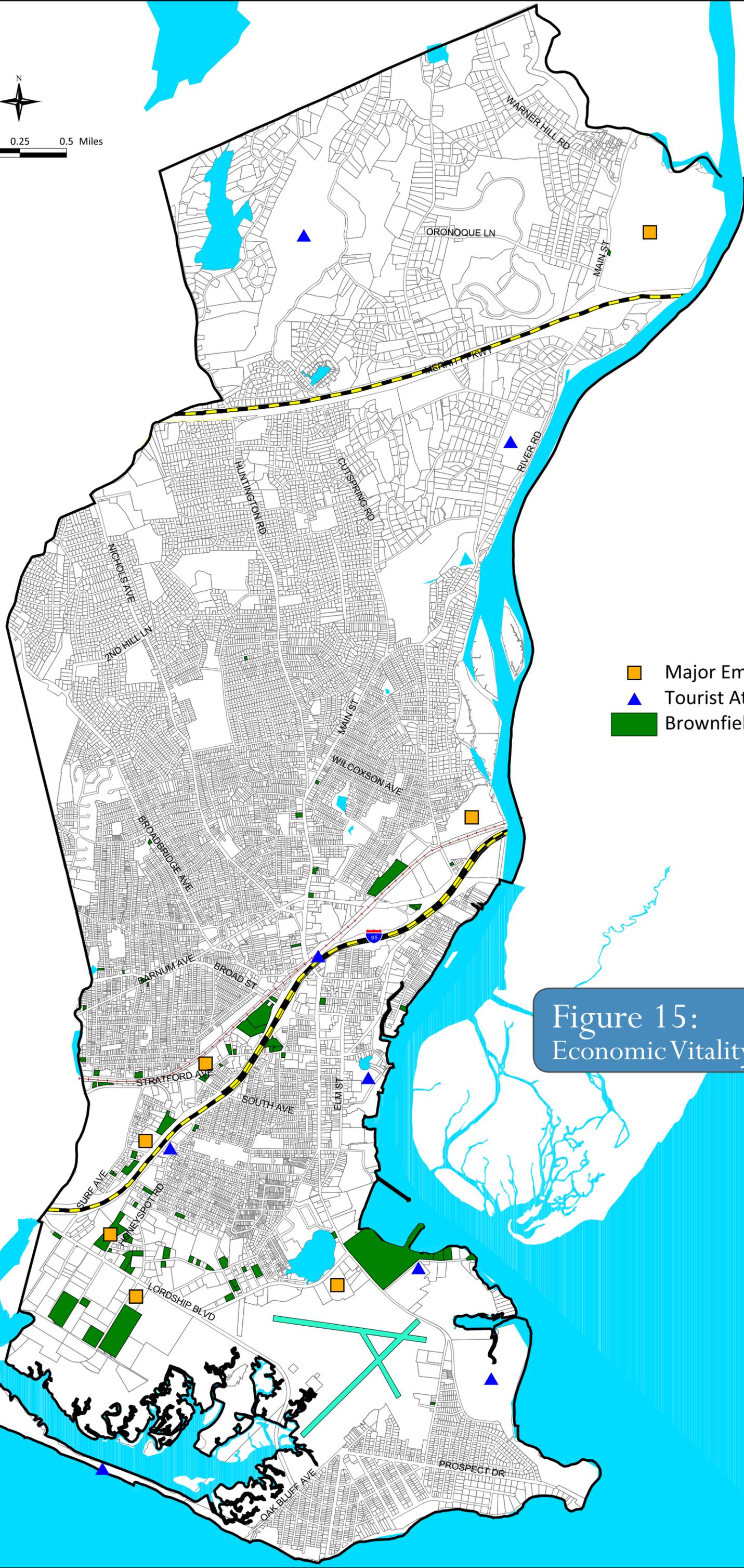
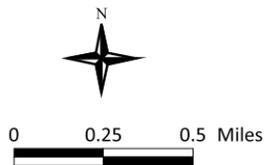
An economic analysis of Stratford in comparison to the State, County and neighboring municipalities illustrates the employment conditions and trends impacting the residents of the Town. Predictably, data shows that Stratford typically falls between highly urban areas, such as Bridgeport and more suburban locales like Trumbull and much of Fairfield County. These conditions will serve to inform policy development, action recommendations and the future land use plan for the Town of Stratford. Stratford's population exhibits some distinguishing characteristics from the State of Connecticut and surrounding communities. Some of these differences have significant implications for planning decisions, development issues and community needs ongoing into the future. In addition to the State and County, Stratford is compared to Bridgeport, the neighboring urban center of the County, as well as Trumbull, a neighboring Town that has been used as a comparable in previous drafts of the Plan of Conservation and Development.

Table 22: Employment Status (2011)

Employment Status	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
In labor force	68.5%	68.2%	68.1%	66.9%	63.9%
Civilian labor force	100.0%	99.6%	100.0%	100.0%	99.9%
Employed	89.7%	91.1%	91.4%	85.7%	94.3%
Unemployed	10.3%	8.4%	8.5%	14.3%	5.7%
Armed Forces	0.0%	0.4%	0.0%	0.0%	0.1%
Not in labor force	31.5%	31.8%	31.9%	33.1%	36.1%

source: U.S. Census Bureau & peter j. smith & company, inc.

As noted in the overview, unemployment in the Town of Stratford in 2011 was 10.4%. This figure compares slightly unfavorably to the State as a whole (8.4%) and Fairfield County (8.5%), but is better than the City of Bridgeport which has a 14.3% unemployment rate. More suburban communities, such as Trumbull (5.7%) typically have healthier unemployment rates due to a wealthier population that can afford to live in such a location. It is noted that, of Stratford's population, 31.5% of residents are not in the labor force. This would include those of retirement age. This is an important figure because these populations are often in need of more public services, subsidized by those employed. Compared to other communities, this figure does not appear to be disproportionately high.



- Major Employers
- ▲ Tourist Attraction
- Brownfields

Figure 15:
Economic Vitality



Table 23: Income (2011)

Household Income	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Less than \$10,000	3.8%	5.4%	4.9%	12.6%	2.2%
\$10,000 to \$14,999	2.5%	4.0%	3.3%	6.8%	2.6%
\$15,000 to \$24,999	8.3%	8.2%	7.0%	13.4%	5.7%
\$25,000 to \$34,999	9.3%	7.8%	6.7%	11.8%	5.5%
\$35,000 to \$49,999	12.3%	11.2%	9.5%	13.5%	5.9%
\$50,000 to \$74,999	18.5%	17.0%	14.7%	17.1%	12.7%
\$75,000 to \$99,999	14.5%	13.6%	12.0%	11.4%	11.9%
\$100,000 to \$149,999	17.1%	16.8%	16.7%	9.4%	22.2%
\$150,000 to \$199,999	8.1%	7.4%	8.5%	2.5%	13.8%
\$200,000 or more	5.4%	8.7%	16.7%	1.5%	17.4%
Median household income (dollars)	\$83,980	\$86,395	\$103,778	\$47,959	\$124,535
Mean household income (dollars)	\$99,117	\$115,289	\$158,486	\$58,656	\$150,132

source: U.S. Census Bureau & peter j. smith & company, inc.

Stratford's income levels skew lower than most other areas studied. Approximately 30% of households earn more than \$100,000, annually. This is compared with more than 40% of households throughout Fairfield County and more than half of all households in the Town of Trumbull. Only about 13.5% of households in the City of Bridgeport earn more than \$100,000. Stratford has a similar median household income (\$84,000) to the State of Connecticut (\$86,000), however it has a significantly lower mean household income (\$99,000) compared with the State (\$115,000).

Mean household incomes in Fairfield County (\$158,000) and Trumbull (\$150,000) are even higher. This indicates that Stratford has fewer residents that earn in the very highest cohorts of \$200,000 or more, but perhaps a similar portion of residents in the middle income cohorts. Bridgeport skews substantially less than all areas studied, reflective of a less wealthy population as well as a significant student population.

Table 24: Occupation (2011)

Occupation	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Management, business, science, and arts occupations	39.0%	40.5%	43.4%	23.1%	54.4%
Service occupations	16.6%	17.0%	16.3%	26.3%	9.7%
Sales and office occupations	25.6%	24.6%	24.8%	25.1%	25.9%
Natural resources, construction, and maintenance occupations	9.1%	7.8%	8.1%	11.4%	5.5%
Production, transportation, and material moving occupations	9.8%	10.0%	7.4%	14.2%	4.5%

source: U.S. Census Bureau & peter j. smith & company, inc.

Table 25: Industry (2011)

Industry	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Agriculture, forestry, fishing and hunting, and mining	0.2%	0.4%	0.2%	0.1%	0.0%
Construction	7.3%	6.1%	7.2%	8.6%	5.0%
Manufacturing	13.2%	11.4%	9.2%	10.8%	11.1%
Wholesale trade	3.2%	2.6%	2.6%	2.0%	3.3%
Retail trade	11.6%	11.0%	10.8%	13.8%	8.7%
Transportation and warehousing, and utilities	4.6%	3.8%	3.2%	4.4%	2.6%
Information	2.7%	2.5%	3.0%	2.3%	2.6%
Finance and insurance, and real estate	8.0%	9.5%	12.3%	5.3%	12.2%
Professional, scientific, and waste management services	9.8%	10.8%	15.0%	9.7%	15.9%
Educational services, and health care and social assistance	25.5%	25.6%	21.4%	26.3%	25.9%
Arts, entertainment, accommodation and food services	5.5%	8.1%	7.2%	8.4%	4.8%
Other services, except public administration	5.5%	4.5%	5.4%	5.7%	4.8%
Public administration	2.9%	3.8%	2.4%	2.6%	3.2%

source: U.S. Census Bureau & peter j. smith & company, inc.

An examination of the industry sectors shows a large dependence upon educational, health and social services in the Town of Stratford, supporting more than one quarter of all jobs. The largest employer in this group is the Town's public school system. Relative to the comparison communities, Stratford maintains a stronger base in the manufacturing industry, which employs 13.2% of residents. This is largely due to the presence of Sikorsky Aircraft and other industrial employers in the area. Retail accounts for 11.6% of employment and professional, scientific, management and waste management services another nearly 10%. Also skewing slightly higher, Transportation, warehousing and utilities accounts for 4.6% of employment. This is reflective of the presence of the Airport as well as major employers like the UPS distribution facility.



6.3 Employment Access

Employment opportunities are often dictated by access. The type of transportation network a municipality has can influence both where people work and who chooses to live within the Town. Understanding how residents get to work can help direct how future public infrastructure investments should be made to enhance the local economy.

Table 26: Commuting Access (2011)

Means of Transportation	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Car, truck, or van -- drove alone	81.9%	78.8%	73.5%	66.6%	85.9%
Car, truck, or van -- carpoled	8.4%	8.4%	8.1%	13.7%	5.2%
Public transportation (excluding taxicab)	5.2%	4.5%	9.1%	12.1%	3.1%
Walked	1.3%	3.0%	3.0%	4.2%	0.6%
Other means	0.6%	1.2%	1.2%	2.0%	0.7%
Worked at home	2.6%	4.0%	5.1%	1.4%	4.5%
Mean travel time to work (minutes)	27.8%	24.7%	28.2%	26.8%	28.4%

source: U.S. Census Bureau & peter j. smith & company, inc.

An investigation of trends in commuting gives an indication of the level of access that Stratford residents have to employment. Four out of every 5 workers in Stratford get to their job by driving there alone, and another 8.4% carpool to work. This is fairly similar to other areas studied, with a somewhat lower portion of workers in the City of Bridgeport getting to work by car (80%). Very few people in Stratford walk to work (1.3%) and only 5.2% utilize public transportation. These figures are notable because the Town has a station on the Metro North commuter railroad and is traversed by several Greater Bridgeport Transit bus routes and perhaps are an indication that there is a greater opportunity for increasing transit-centered development in the Town to improve non-automobile access to the workplace in Stratford. The commute for the average Stratford resident is higher than the statewide average at nearly 28 minutes, similar to the county and the Town of Trumbull.

6.4 Personal Expenditures

The following is brief overview of the household expenditures of residents in the Town of Stratford. The average household spends more than \$65,000 on all finances, goods and services on an annual basis.

The most significant expenditure for residents, on an annual basis is on the home. Households spend more than \$20,000 every year on their mortgage/rent, maintenance and improvements to their homes; this is nearly one third of all expenditures. This is in addition to another \$1,500 spent on home furnishings and \$2,000 on home operations such as utilities. The next largest expenditure is on food and drink, as residents spend more than \$10,000 each year on groceries, restaurants and entertainment. Nine thousand dollars are spent each year on transportation, including car payments, gasoline and public transportation. Another \$7,500 is spent each year by Stratford households on other loans and financial investments. Nearly \$6,000 are spent each year on leisurely activities, including entertainment, recreation and vacation travel.

6.5 Tourism Opportunities

Tourism is among the largest and most significantly growing industries in the United States. As a whole, the industry accounts for as much as \$2 trillion in the US economy and supports one out of every eight non-farm jobs in the Country. Its potential is expected to continue to grow to new record highs for the foreseeable future. Through 2025, in the state of Connecticut, tourism is expected to create an annual average of \$8 billion in gross state product, \$5.3 billion in personal income and more than \$11 billion in sales.

The Town of Stratford would be well served to take greater advantage of this economy in planning for its future, taking advantage of its tremendous assets to generate visitors and new dollars. Among the major assets that the Town should be looking to enhance in order to develop a stronger tourism base, include:

- The American Shakespeare Theater
- Roosevelt Forest
- Fishing & Maritime Industries
- Long Beach
- Short Beach
- Downtown & festivals
- Historic architecture & landscapes
- Boothe Park
- Aviation Museum & Industry

Table 27: Household Expenditures (2011)

Sector	Average Expenditure
Apparel & Services	\$2,016
Computer	\$258
Entertainment & Recreation	\$3,927
Food & Drink	\$20,202
Financial Loans & Investments	\$7,477
Health	\$751
Home	\$20,821
Household Furnishings & Equipment	\$1,535
Household Operations	\$1,946
Insurance	\$4,709
Personal Care Products	\$457
School Books & Supplies	\$113
Smoking Products	\$446
Transportation	\$9,067
Travel	\$1,803

source: U.S. Census Bureau & peter j. smith & company, inc.



6.6 Economic Development Initiatives

The Town of Stratford has several programs and initiatives in place and proposed for enhancing the economic opportunities for businesses and residents. The Town, in collaboration with partners at the regional and state levels, understand the need for appropriate new growth that both stimulates the economy, provides new jobs and enhances the overall quality of life for those who live in Stratford. The following is an overview of some of the major efforts in place to encourage new economic development in the Town.

6.6.1. Development Incentives

A host of financial incentives are available to businesses and developers to locate or expand in the Town of Stratford. Most of these incentives are offered at the state level, but local jurisdictions can lure investment through property tax abatements. Many incentive programs are offered depending upon the type of development, industry or activity; following are the incentives most commonly applicable to the Town of Stratford:

Municipal Tax Abatements (Town of Stratford)

The Town of Stratford has the ability to offer local tax abatements on a sliding scale for both real estate and manufacturing machinery and equipment. The abatements may last up to seven years, dependent upon the value of the project and may not exceed 50% of the calculated increase in assessment over that time period.

The Job Expansion Tax (JET) Credit (State of CT)

Businesses can apply for up to \$500 per month in new tax credits for each job created for a period of three years. The tax credit may increase to \$900 per month for hire receiving vocational training, receiving unemployment at the time of hire or is a US Veteran.

Corporate Business Tax Credits (State)

A corporate business tax credit for companies who hire at least 10 new employees for a minimum of a 12-month period; the tax credit is equal to 60% of the state income tax withheld from the employee's wages and credit applies for five consecutive years.

Real and Personal Property Tax Exemptions (Town)

100% for 5 years on newly acquired and installed machinery and equipment eligible for 5-7 year depreciation.

Small Business Express Program (State)

Access to capital through revolving loan fund and job creation through incentive loans and matching grants. Available to small businesses creating new jobs in Connecticut's base industries.

Defense Plant Zone

Stratford Army Engine Plant is designated a Defense Plant Zone. Businesses can be eligible for full Enterprise Zone-level benefits for projects there. This includes five-year, 80% local property tax abatement on qualifying real and personal property new to the Grand List; 10-year, 25% or 50% credit on Connecticut Corporate Business Tax that is directly attributable to business relocation, expansion or renovation project; and real estate conveyance tax exemption.

Urban Action Grant Program (State)

Redirect, improve and expand state activities, which promote community conservation and development and improve the quality of life for urban residents of the state

MAA (Manufacturing Assistance Act) (State) DECD

provides loans, loan guarantees, extensions of credit and grants to eligible applicants that are embarking on eligible business development projects. It also allows the DECD to fund municipal development projects. Funds may be used for machinery and equipment, construction, renovation and expansion of facilities, infrastructure improvements, business support services such as labor training, and other project expenditures. Under the MAA program, DECD funds the Small Capitalization Fund, the Small Business Credit Assistance

Program and other programs to support economic development. Financial assistance may be in the form of grants, loans, forgivable loans, loan guarantees or extensions of credit. Emphasis is on job creation and capital investment.

Brownfield Remediation

Given the Town's historic industrial employers, many lands today are subject to contamination, presenting additional challenges to redevelopment of underutilized lands. The Town's present condition is largely built-out, with little undeveloped land; therefore the brownfields have become key future economic development pieces. As a result, the Town has made a concerted effort to stimulate the revitalization of these formerly industrial properties. In 2011, the Town received \$400,000 to study local brownfields and identify sites requiring remediation for redevelopment. An additional \$400,000 was awarded to the Town by the US Environmental Protection Agency in May 2013. The Greater Bridgeport Regional Council received the same grant from the EPA, which will be partially used for environmental assessment and planning in and around the Transit Oriented Development Area in Stratford. These brownfields assessment grants will help Stratford identify contaminated sites eligible for cleanup funding and put the remediated sites back to productive use in the community's economy.

6.6.2. Transit Oriented Development

A new focus has emerged in recent years to encourage Transit Oriented Development (TOD) in the Town of Stratford. Focused around the presence of a regional railway station, this initiative focuses upon opportunities for sustainable development in the historic urban center of Stratford, strengthening a walkable, dense, mixed-use community, utilizing existing infrastructure and promoting healthy lifestyles. In December of 2011, the Town created a TOD floating zoning district extending roughly one half mile from the railway station and encompassing about 100 properties for this type of development. It is anticipated that new projects within this zone will reflect the mixed-use, urban style development described above.

6.6.3. Recent Developments

Since 2008, there have been 28 development projects that have applied for approval from the Town of Stratford. Of those, 12 were commercial projects, three were industrial, two were residential, two were mixed-use, four were public projects and another five were public service or recreation. Twenty seven of the projects were approved and one project, a car wash, was denied. The following are three major projects that have been cited as significant signs of progress for the Town:

Two Roads Brewery

Two Roads Brewery opened in October 2012 in a refurbished 101-year old building at 1700 Stratford Avenue. The 100,000 square foot microbrewery project cost \$18 million, and created approximately 15 new jobs, with a promise of an additional 70 jobs in the next decade. Two Roads Brewery has also proved to be a regional tourist draw, hosting events, tours and capitalizing upon growing interest in brewing.

Keating Ford Site Apartments

Under construction in 2013 is a new apartment complex at the Keating Ford site at 1055 Stratford Avenue. The development will include 128 new studio, one- and two-bedroom apartments, providing market rate housing in the center of Stratford. This development is the physical realization of the push for transit centered development, increasing residential density in walking distance to the railway station and revitalizing an underutilized property in the Town.

St. Vincent's Medical Clinic

Replacing the former Marsh Floors at 3272 Main Street, St. Vincent's Medical Center will open a new walk-up medical clinic. This 20,000 square foot facility will serve Stratford residents and enhance access to necessary medical services for the Town.



6.6.4. Department of Economic Development Initiatives

As noted, the Town of Stratford has increased capacity in its economic development department to facilitate new business establishment and property development/redevelopment. The department reports tremendous levels of success in recent years. Following is a list of recent projects and accomplishments:

RECENT BUSINESSES

- 2012 Welcomed the opening of Two Roads Brewing Company at 1700 Stratford Ave, the former US Baird building. This \$18 million dollar project refurbished the more than 103,000 square foot building on 6.6 acres. It will create almost 100 jobs in the next few years.
- Crunch Fitness – The \$1.5 million build-out of a Barnum Avenue building put more than 35 construction workers on the job; and has created more than 45 new jobs in Stratford.
- Forest City’s 128-unit housing complex will be ready for occupants by Fall of 2013. The Town of Stratford helped clear the way for the redevelopment of the long-vacant brownfield site, formerly Keating Ford car dealership.
- Urgent Medical Care – St. Vincent’s Hospital is opening a Walk-in medical clinic at 3272 Main Street. The Town has given approval for a brand new 20,000 sq foot building to be built this summer. The new 2 story building will replace the existing building which was built in the 70’s and used to house Marsh Floors.
- Construction will begin on a new gas station and convenience store at the site of the former Getty Gas Service Station on 805 Main Street near Lordship.
- Nelson Ambulance is bringing more than 150 jobs to Stratford as it moves into the old Harley Davidson Building on Research Drive in June 2013.
- Town of Stratford has given approval to Stop and Shop to construct a self service gas station on their current property in the dock shopping center.
- Exxon Mobile’s 18-acre property on Lordship Blvd has a purchase of sale agreement. Final agreement is expected to be signed soon.
- One of the world’s leading sellers of tea, TEAVANA, which is located on Long Beach Boulevard in Stratford has been purchased by Starbucks for more than \$600 million. The company, which had increased its size by 67,000 square feet and six new jobs in 2012 is now looking to expand in Stratford again by another 75,000 square feet and will continue to create more new jobs here.
- Penmar Industries is settling into its new building on Ontario Street in Stratford which is 2000 more square feet than it had at its previous operation in Norwalk.. Penmar is a leader in the field of tape, label and packaging materials
- Cober Electronics has moved to Stratford from Stamford. It is leasing a 25,000 square foot building on Moffit Street previously occupied by CPP. It brings with it more than two dozen employees.
- El’s Kitchen opened a new factory on Benton Street in Stratford. The maker of gluten-free snacks has built a new kitchen that will allow the company to bring its entire snack manufacturing, warehousing and office functions under one roof in Stratford.
- Norwalk Powdered Metals expanded to Stratford in Fall 2013.
- Aptar, the world’s leading company in distribution systems located on Access road in Stratford is expanding. Aptar is adding an additional 40,000 square feet to its building. It added 30 new jobs in 2012. Aptar produces consumer products and medical dispensing solutions.
- The Stratford Land Development commercial real estate company continues to build and lease high-tech flex space for companies in the Stratford Executive Park located off of Lordship Blvd. Currently, it has received zoning approval to build a new 500,000 square foot industrial warehouse off Lordship Boulevard.
- Straton Industries, a precision machining contract manufacturing and certified FAA repair station, has expanded. Straton has created eight new jobs and has purchased a building to grow its business by more than 11,000 sq feet. It now owns three properties in Stratford and employs more than 50 people and are continuously looking for new hires.
- Seaboard Industries, a whole sale distributor of swimming pool products including chemicals, equipment, and steel pool packages is expanding its New Jersey business to Stratford. The company will be taking over a 58,000 square foot building on Benton Street.

MAJOR TOWN DEVELOPMENTS

- The mayor’s office formed the Stratford Redevelopment Authority (SRA) whose purpose and mission it is to devise and implement a diverse plan to promoted industrial, economic and commercial development and growth in Stratford.
- Stratford has joined in on a new state program geared at major energy savings for commercial and industrial properties in Town. The program, known as C-PACE (Commercial and Industrial Property Assessed Clean Energy), will help businesses lower their energy costs, improve their buildings, and will also assist in attracting and retaining companies here in Stratford.
- There was a \$10.4 million increase to the Town’s Grand List in 2012.
- The Town of Stratford has worked with the State of Connecticut’s Department of Economic and Community Development to secure more than \$1 million in grants for many Stratford Businesses.
- The mayors of Stratford and Bridgeport reached an historic agreement on Sikorsky Memorial Airport. The major accord will correct flooding, create a safety zone and clean up blight on the airport property.
- Developer Point Stratford Renewal, LLC (PSR) has been selected by the General Services Administration to redevelop the site of the former Stratford Army Engine Plant. The 78-acre property is owned by the US Army. Negotiations continue with the Army and CT DEEP. Once an agreement is reached, Point Stratford Renewal will remediate and redevelop the site.

6.7 2003 Plan Summary

Recommendations in the 2003 Plan of Conservation and Development concerning this chapter revolve around economic stimulation, waterfront revitalization and brownfield redevelopment. The plan encourages a more diverse mix of businesses and stresses the need to create new development opportunities as much of the Town’s land area is built out.



Table 28: 2003 Economic Vitality Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Promote full redevelopment of the Army Engine Plant property with an emphasis on its potential for waterfront commercial and service development (restaurants, shops, etc.) adjacent to the shore. Continue to seek conveyance of the shoreline area to the Town for creation of a waterfront park in which additional amenities could support use of the Greenway and attract visitors and residents to utilize and enjoy the waterfront.	Incomplete	The Army Engine Plant has been subject to progress towards redevelopment however, it's value and redevelopment has not yet been fully realized	Yes
Explore the feasibility of limited waterfront commercial development of the Hunter Havens property (e.g. restaurant or shops), possibly through a land lease or some similar vehicle in which the Town would retain property ownership/control but grant specified development rights to a private developer to generate revenues for the Town and expand on the waterfront's attractions.	Incomplete	Commercial development has not occurred here	Yes
Attract new technology companies such as high-technology and bio-technology firms (through creation of new Office/Research zones for example)	Ongoing	New zones have not been created, however new companies have located in Stratford	Yes
Encourage tourism development (cultural opportunities such as American Festival Theater as well as unique natural resources such as Great Meadows and Roosevelt Forest)	Incomplete	The theater remains closed and the forest has not significantly grown as a tourist attraction	Yes
Support redevelopment of Stratford Army Engine Plant and waterfront development.	Ongoing	Support continues to occur	Yes
Revitalize the following business areas: Stratford Center, Commercial Corridors (e.g. Barnum Avenue and Stratford Avenue and Brownfield areas/contaminated properties (e.g. Ferry Boulevard)	Ongoing	Progress continues to be made and must be continued	Yes
Stratford should encourage a diversity of employment opportunities in order to avoid, to the extent possible, the negative effects of cyclical regional or national economic trends.	Ongoing	Employment has diversified somewhat, but the Town has been significantly impacted by the national economic downturn	Yes
Decrease future dependence on manufacturing employment opportunities	Ongoing	The Town has become less dependent on manufacturing since 2000	Yes
Promote expeditious redevelopment of commercial and industrial properties that have been identified as polluted (brownfield redevelopment)	Ongoing	Progress has been made and should continue	Yes
Complete four-way intersection at Exit 33 of Interstate 95. Support location of the Wheeler Bridge to allow for construction of the full interchange.	Ongoing	Scheduled for 2015 completion	Yes
Support railroad station improvements to include platform extensions, so that all train doors may open, and evaluate the need for a parking garage at the station.	Incomplete	Short term plans are now for surface lot expansion	Yes
Create new Office/Research zone for Stratford that permits growing industries.	Incomplete	Has not yet occurred	Yes
Redevelop the Shakespeare Theatre	Incomplete	Has not yet occurred	Yes
Improve access between shops and the train station.	Incomplete	This should be part of transit oriented development initiative	Yes
Develop more parking at the train station.	Ongoing	Short term plans are now for surface lot expansion; garage is off the table	Yes
Create business improvement districts.	Incomplete	No BIDs have been created	Maybe
Develop economic development incentives.	Ongoing	Economic development incentives have been effective in luring new growth such as the apartment development at the Keating Ford site	Yes
Seek state and federal dollars to remediate brownfields.	Ongoing	The Town has been awarded funds to advance the redevelopment of brownfields. This should continue to be a priority	Yes



6.8 Findings

The Town's priority should be to identify new economic development opportunities which focus on redeveloping former industrial and brownfield lands, as well as transit-centered development that will enhance the vitality and quality of life in Stratford's historic urban center. The following are significant findings regarding the economic vitality of the Town of Stratford.

Moving forward, the Town should continue to incorporate policy and recommendations items that make Stratford a more livable community, financially and physically. Future growth plans should provide further definition to how new housing development can strengthen existing character, diversify housing options and create living opportunities that are available to all existing and future residents, of all financial means.

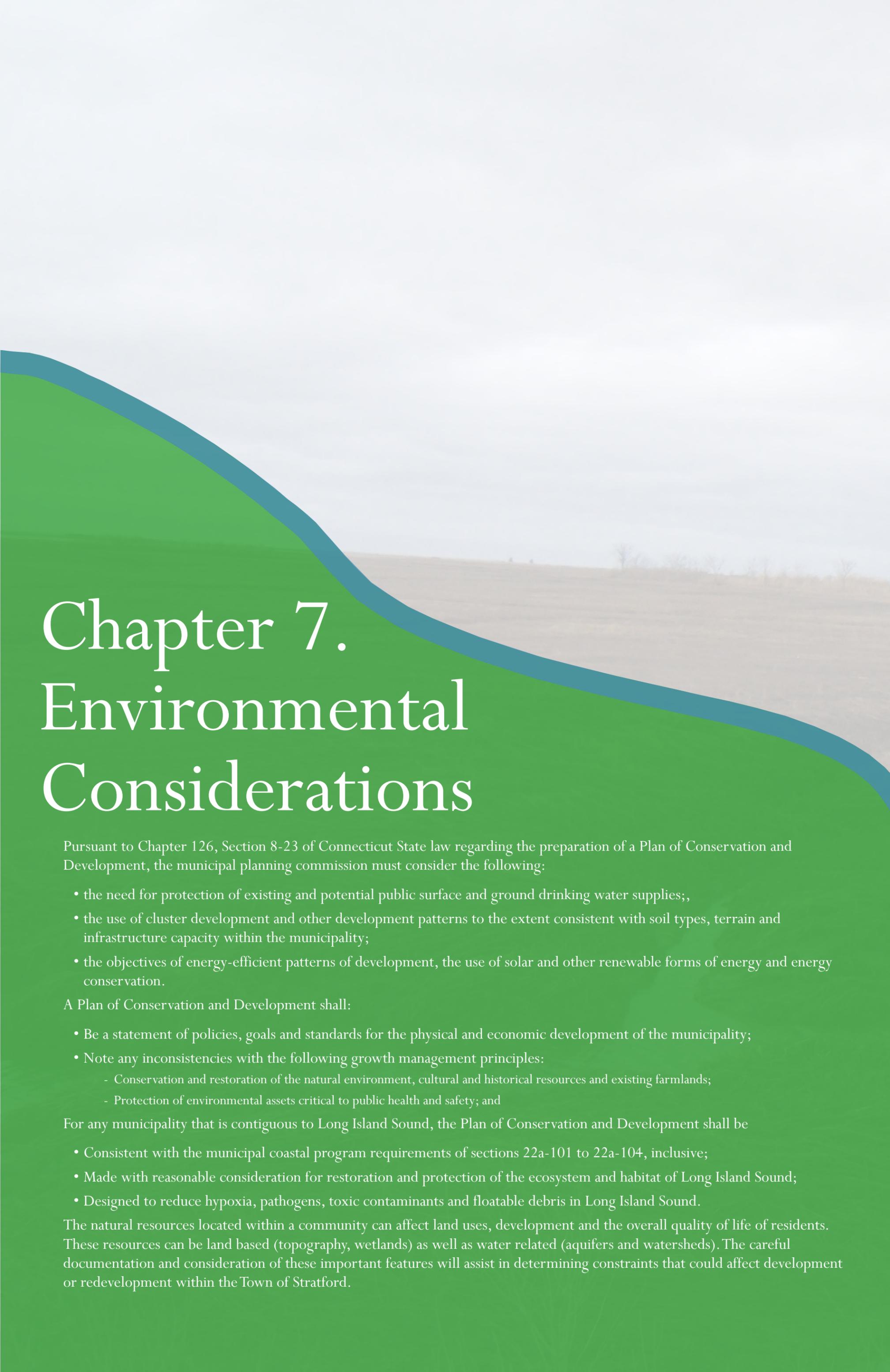
Table 29: Economic Vitality Findings

Finding	How To Incorporate			
	Goals	Policy	Action Step	Graphic Plan
1 Unemployment is significantly higher than in 2003 as the Town's economy has been subject to national economic trends	X	X		
2 Progress has been made in addressing the Town's brownfields, however a vision for redevelopment has yet to be established	X	X	X	X
3 The manufacturing sector is responding to encouragement by the Town's renewed focus on economic development offsetting a growth in service sector employment	X	X		
4 The Town is physically at near full build-out; as a result underutilized lands need to be repurposed for a higher and better use to achieve new growth	X	X	X	X
5 The Town is focusing efforts on stimulating transit center development around the railway station	X	X	X	X
6 Stratford residents are predominantly dependent upon the automobile for access to work	X	X		X
7 The immense amount of waterfront land presents a tremendous opportunity to grow the local tourism industry	X	X	X	X
8 The State of Connecticut offers an array of incentive opportunities for businesses and developers looking to locate or expand a project in Stratford	X	X	X	

source: peter j, smith & company, inc.







Chapter 7. Environmental Considerations

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the following:

- the need for protection of existing and potential public surface and ground drinking water supplies,;
- the use of cluster development and other development patterns to the extent consistent with soil types, terrain and infrastructure capacity within the municipality;
- the objectives of energy-efficient patterns of development, the use of solar and other renewable forms of energy and energy conservation.

A Plan of Conservation and Development shall:

- Be a statement of policies, goals and standards for the physical and economic development of the municipality;
- Note any inconsistencies with the following growth management principles:
 - Conservation and restoration of the natural environment, cultural and historical resources and existing farmlands;
 - Protection of environmental assets critical to public health and safety; and

For any municipality that is contiguous to Long Island Sound, the Plan of Conservation and Development shall be

- Consistent with the municipal coastal program requirements of sections 22a-101 to 22a-104, inclusive;
- Made with reasonable consideration for restoration and protection of the ecosystem and habitat of Long Island Sound;
- Designed to reduce hypoxia, pathogens, toxic contaminants and floatable debris in Long Island Sound.

The natural resources located within a community can affect land uses, development and the overall quality of life of residents. These resources can be land based (topography, wetlands) as well as water related (aquifers and watersheds). The careful documentation and consideration of these important features will assist in determining constraints that could affect development or redevelopment within the Town of Stratford.



7.1 Environmental Conditions

7.1.1. Topography

The southern part of the Town is relatively flat, gradually increasing in elevation from south to north. North of I-95, the Town becomes more shaped by hills with a peak elevation of 290 feet. There are areas of steep slopes particularly in the Oronoque area.

7.1.2. Soils

The majority of soils in the Town of Stratford are classified as urban or some urban complex. This classification occurs in areas that have been so fully developed that the original soil type is unknown. Soil types that are known are found in the tidal wetlands and in Roosevelt Forest where there is no development opportunity.

7.1.3. Climate

The National Climate Data Center of the National Oceanic and Atmospheric Administration provides climate data for selected stations throughout the United States. The Bridgeport station is located at Sikorsky Memorial Airport. Between 1971 and 2000, the average annual temperature for Stratford was 52.1 degrees Fahrenheit. The lowest average monthly temperature was in January at 30 degrees Fahrenheit, and the highest was in July at 74 degrees Fahrenheit. Annual precipitation in the region was 44 inches and it ranged from a low of 2.9 inches in February to a high of 4.2 inches in March.

7.1.4. Hydrology

The Town of Stratford is located within two major watersheds, the Housatonic River Watershed and the Southwest Coast Watershed. The Housatonic River Watershed runs along the eastern and northern side of the Town and the south western third of the Town flows directly into Long Island Sound via minor streams. Beside the Housatonic River which flows along the eastern border of the town, major streams in Stratford include Far Mill River, Bruce Brook, Black Brook, Cemetery Brook, Pumpkin Ground Brook, Long Brook, Freeman Brook and Raven Brook.

The Connecticut Department of Environmental Protection has rated the water quality of the Housatonic River in Stratford as Class SB. This means that the waters are designated for habitat for marine fish, other aquatic life and wildlife, commercial shellfish harvesting, recreation, industrial water supply and navigation.

7.1.5. Tidal Wetlands/Intertidal Flats

Tidal wetlands and intertidal flats play an important part in the maintenance of water quality and buffering of wave action. Tidal Wetlands are also a critical habitat. Tidal wetlands support a diverse ecosystem of vegetation and wildlife. They are areas of high nutrient and biological productivity that provide detritus, decaying organic matter, that forms the base of the food chain in tidal wetlands. All together, there are 598 acres of tidal wetlands in the Town of Stratford. These areas include the McKinney Wildlife Refuge, the islands in the Housatonic River, and low lying areas along the Housatonic River.

7.1.6. Groundwater

Groundwater in the southern two-thirds of the Town is rated GB, which means that it is not suitable for human consumption. GB rated groundwater is presumed to be contaminated by common urban and industrial discharges. The northern third of the Town has ground water that is rated GA, or suitable for human consumption without treatment. There are no aquifer protection areas located in the Town of Stratford.

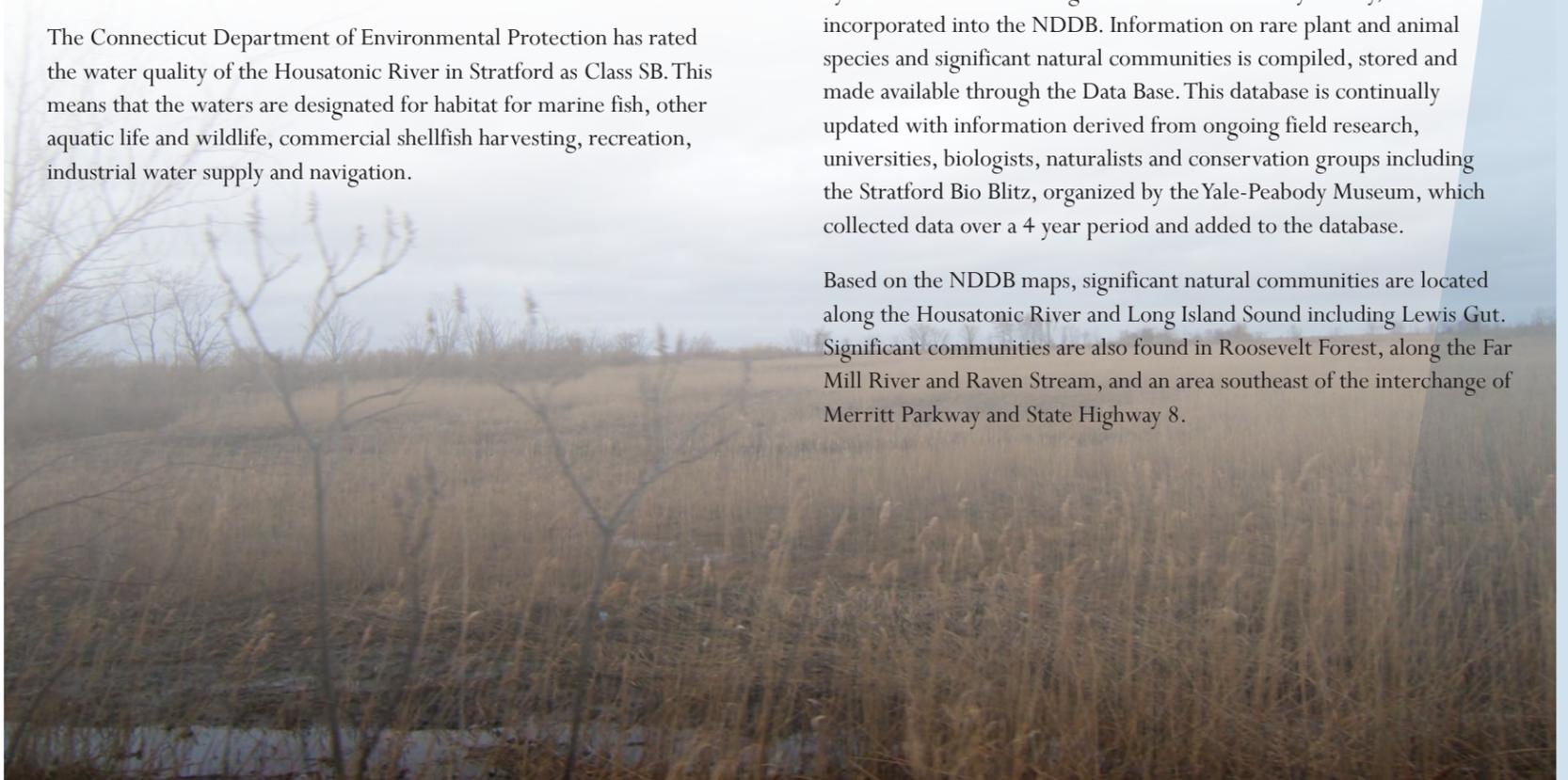
7.1.7. Flooding

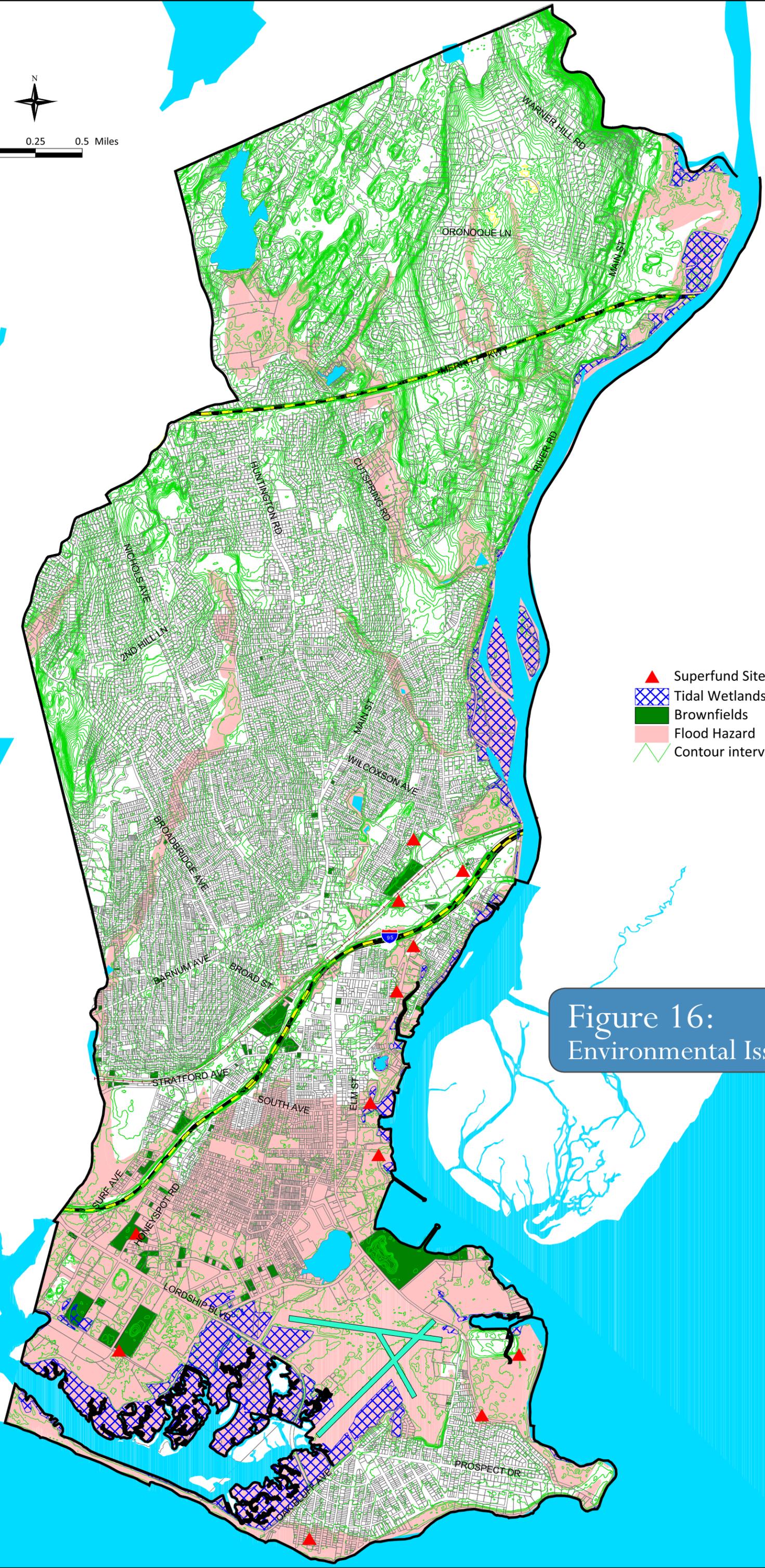
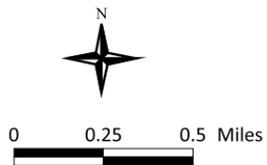
The Housatonic River does not flood too far inland affecting only parcels that are adjacent to it. Some flooding occurs along Bruce Brook, Pumpkin Ground Brook, and Raven Stream. In the event of a storm surge caused by a hurricane or strong wind event, flooding can occur well inland as far as South Avenue, two miles from the Long Island Sound. This large area includes several densely developed neighborhoods, the public housing complex, and the schools located on Birdseye Street. Surprisingly, most of the Lordship Neighborhood is not included in the hurricane inundation zone. A storm surge event happened in 2012 when Superstorm Sandy devastated the east coast.

7.1.8. Plants and Wildlife

The Natural Diversity Data Base (NDDDB) is part of the Environmental and Geographic Information Center, Connecticut Department of Environmental Protection. Information from biologic inventories of the state's species and habitats, conducted over the past 100 years by the Connecticut Geological and Natural History Survey, has been incorporated into the NDDDB. Information on rare plant and animal species and significant natural communities is compiled, stored and made available through the Data Base. This database is continually updated with information derived from ongoing field research, universities, biologists, naturalists and conservation groups including the Stratford Bio Blitz, organized by the Yale-Peabody Museum, which collected data over a 4 year period and added to the database.

Based on the NDDDB maps, significant natural communities are located along the Housatonic River and Long Island Sound including Lewis Gut. Significant communities are also found in Roosevelt Forest, along the Far Mill River and Raven Stream, and an area southeast of the interchange of Merritt Parkway and State Highway 8.





- ▲ Superfund Sites
- Tidal Wetlands
- Brownfields
- Flood Hazard
- Contour interval = 5 feet

Figure 16:
Environmental Issues



7.1.9. Hazardous Materials

The Connecticut Department of Energy and Environmental Protection (DEEP) generates a list of contaminated or potentially contaminated sites within the state. This list represents the “Hazardous Waste Facilities” as defined in Section 22a-134f of the Connecticut General Statutes. The list reflects the following seven types of sites:

- Sites listed on the Inventory of Hazardous Waste Disposal Sites. These are sites identified by DEEP that currently pose or have posed a threat to the environment or public health
- Sites subject to the Property Transfer Act, which have a transfer of ownership, and at which hazardous waste or hazardous substances have or may have been released to the environment
- Sites at which underground storage tanks are known to have leaked
- Sites at which hazardous waste subject to the federal Resource Conservation and Recovery Act (RCRA) were disposed on the land (“RCRA land disposal facilities”)
- Sites that are included in the US Department of Environmental Protection’s (EPA) Comprehensive Environmental Response Compensation and Liability Information System database (CERCLIS) “Superfund”. Sites in CERCLIS are sites at which hazardous waste may have been released to the environment
- Sites that are the subject of an order issued by the commissioner of DEEP that requires investigation and remediation of a potential or known source of pollution
- Sites that have entered into one of the Department’s Voluntary Remediation Programs

The list includes sites that have been investigated and fully remediated as well as sites that are still in need of remediation. There were 308 sites on the list for the Town of Stratford. The following is a breakdown of sites that are on the list of hazardous waste facilities.

Table 30: Hazardous Waste Facilities

Type	Number
Storage Tank Leakage (Completed)	142
Storage Tank Leakage (Not Completed)	57
Property Transfer Form III	55
Waste Disposal Sites	32
CERLIS	16
Voluntary Remediation	6

source: Town of Stratford

7.1.10. Brownfields

Brownfields are an environmental issue in the Town of Stratford. A detailed discussion of Stratford’s brownfields initiative is provided in Chapter 15.

7.2 2003 Plan Summary

The 2003 Plan of Conservation and Development for the Town of Stratford focuses primarily on waterfront development and carrying on the policies presented in the 1993 plan. Policies applicable to environmental resources in the 2003 Plan include the following:

Table 31: 2003 Environmental Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Watercourses should be kept clean in the future and pollution abated where it now exists.	Ongoing	Environmental clean-up of water courses is taking place	Yes
Evaluate the environmental impact of every development proposal of scope sufficient to cause an impact on the environment.	Ongoing	Environmental review of development proposals is state law	Yes
Minimize impacts of development on environmental areas.	Ongoing	Roosevelt Forest and The McKinney Wildlife refuge are protected from development	Yes
Manage development in areas that are characterized by steep slopes.	Ongoing	Steep slopes are an environmental consideration for development approval	Yes
The Town should examine flexible approaches to development.	Ongoing	Zoning updates should focus more on encouraging good form than discouraging use	Yes

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.



The State has regulations in place to protect environmentally sensitive areas and mitigate negative impacts on the environment. There are also programs available aimed at cleaning up brownfields and hazardous waste sites.

7.3 Findings

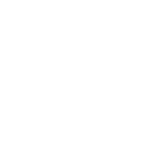
Following are major findings regarding the environmental conditions in the Town of Stratford.

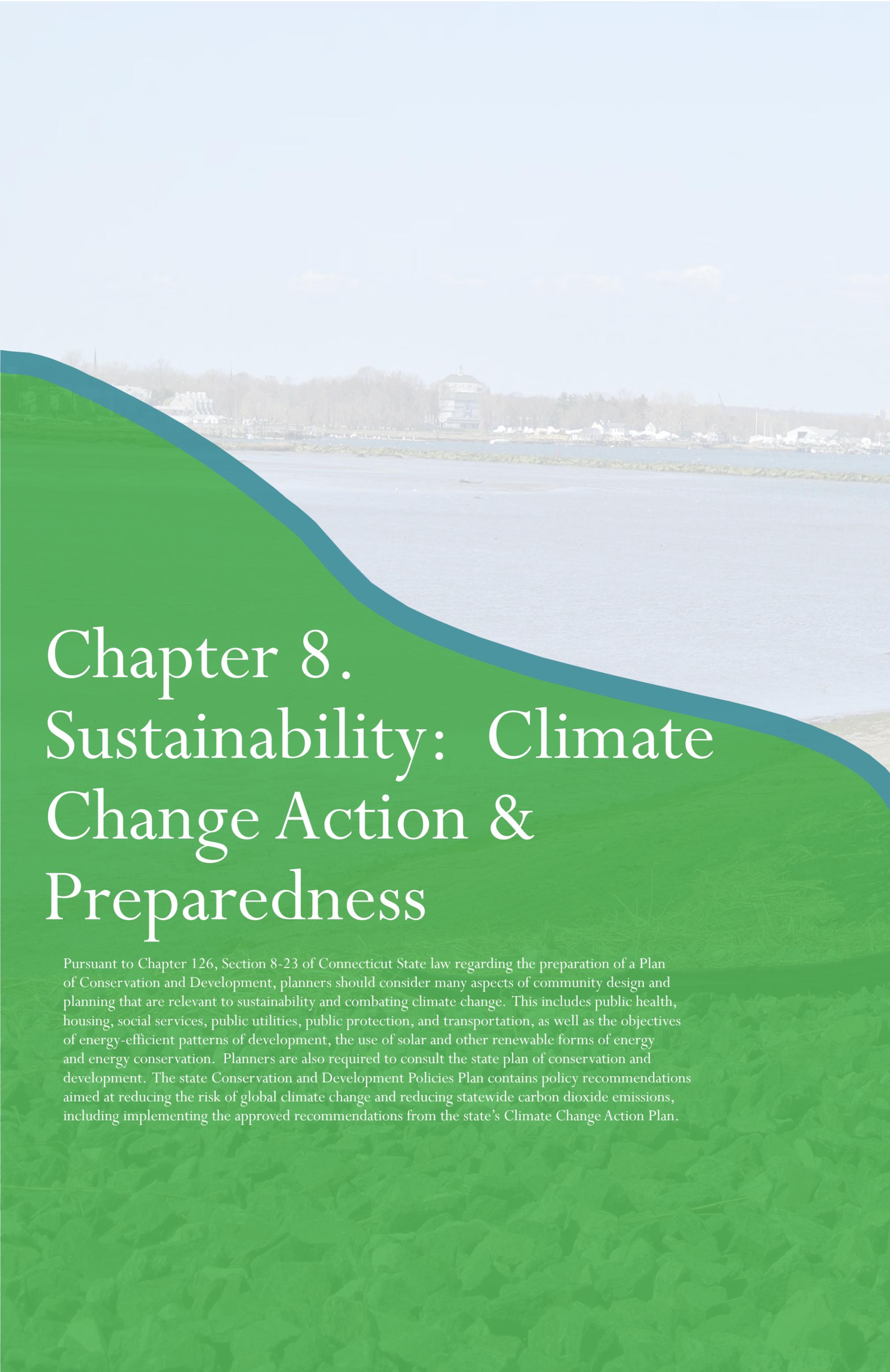
Table 32: Environmental Findings

	Finding	How To Incorporate			
		Goals	Policy	Action Step	Graphic Plan
1	Residential and industrial areas are subject to flooding from storm surges as well as smaller weather events	X	X	X	
2	Brownfields and hazardous waste facilities are an issue facing redevelopment in the Town of Stratford	X	X	X	
3	The Town of Stratford contains large areas of wetlands and other environmentally sensitive areas.	X	X	X	
4	The Town should work with residents and businesses to raise awareness of evacuation routes in at risk and low lying areas particularly in the southern end of town and Lordship		X	X	

source: peter j. smith & company, inc.







Chapter 8. Sustainability: Climate Change Action & Preparedness

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, planners should consider many aspects of community design and planning that are relevant to sustainability and combating climate change. This includes public health, housing, social services, public utilities, public protection, and transportation, as well as the objectives of energy-efficient patterns of development, the use of solar and other renewable forms of energy and energy conservation. Planners are also required to consult the state plan of conservation and development. The state Conservation and Development Policies Plan contains policy recommendations aimed at reducing the risk of global climate change and reducing statewide carbon dioxide emissions, including implementing the approved recommendations from the state's Climate Change Action Plan.



8.1 Recent State Planning Concerning Climate Change

In recent years, Connecticut has been actively engaged in state and regional climate action planning. In 2001, the Conference of New England Governors and Eastern Canadian Premiers adopted one of the first regional climate change plans, the New England Governors/ Eastern Canadian Premiers Climate Change Action Plan. As a result, each state and province agreed to initiate a coordinated set of policies and actions aimed at advancing common goals. The plan identifies the following targets: to reduce regional greenhouse gas (GHG) emissions to 1990 levels by 2010 and to 10 percent below 1990 levels by 2020, eventually reaching the long-term reduction goal of 75 percent below (then) current levels. The plan provides short descriptions of some key initiatives that states/provinces could enact to move toward the near and mid-term goals identified in the plan.

In 2002, Connecticut state agencies gathered for the Connecticut Climate Change Action Plan Summit, which resulted in a framework for establishing the Governor's Steering Committee on Climate Change (GSC) and for developing a climate action plan specifically for Connecticut. In 2004, Public Act 04-252, "An Act Concerning Climate Change" established a goal for the state to reduce GHG emissions to meet the NEG/ECP targets for 2010 and 2020. In 2005, the GSC completed the Connecticut Climate Change Action Plan (CCAP). The plan contains 55 recommended actions to help the state achieve the GHG reduction targets. (See Mitigation Strategies section for more information.) These actions focus on five main topic areas:

- (1) Transportation and Land Use
- (2) Residential, Commercial and Industrial
- (3) Agriculture, Forestry and Waste
- (4) Electricity Generation
- (5) Education and Outreach.

The adjacent table from the CCAP summarizes the required GHG reductions and the projected reductions by sector:

8.2 What is Climate Change

An area's climate is defined by its average weather patterns over a period of time. The United Nations Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment, released in 2007, concludes that the earth's climate is unequivocally warming. There is much scientific evidence and agreement that the main driver of climate change is the human induced emission of greenhouse gasses (GHG), most notably carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The four main CO₂ emitting sectors in the Northeastern US are electric power generation, buildings, transportation and industry. The impact of climate change is being observed around the world and includes rising average temperatures, changes to precipitation patterns, sea level rise and an increase in the frequency of extreme weather events. Scientific studies also conclude that even if GHG emissions were substantially reduced today, the climate would continue to warm due to the high concentrations of GHGs already in the atmosphere. This points to the need not only to reduce human induced GHG emissions, but to also develop adaption strategies to address anticipated climate change impacts.

Connecticut has quantified its GHG emissions (expressed in million metric tons of CO₂ equivalent, MMTCO₂e) by completing GHG emissions inventories for 1990 through 2000. Per the report, Greenhouse Gas Inventory 1990–2000 (August 2003), Connecticut emitted approximately 9 percent more MMTCO₂e in 2000 than in 1990. About 90 percent of the total emissions in 2000 came from the combustion of fossil fuels—oil, gas, and coal—for transportation (40 percent), residential uses (20 percent), commercial Industrial uses (10 percent) and electricity generation (18-30 percent). Municipal solid waste management was responsible for about 6 percent of total emissions. Industrial processes contributed less than two percent and agriculture contributed less than one percent. On the positive side, carbon stored in forests and soils offset about four percent of Connecticut's annual GHG emissions. The resulting net GHG emissions (total emissions minus carbon sequestered) in 2000 were 46.45 MMTCO₂e.





8.3 Impacts of Climate Change

The debate continues on the degree of change that can be expected to occur and how fast this change could occur. Scenarios vary, depending upon the level/success of anticipated GHG emission reductions. Continued efforts to reduce GHG emissions will affect the overall predicted degree of change and the timeframes; however, while the models show variation later in the century they indicate similar results under varying emission scenarios for mid-century.

Collaborative, interdisciplinary studies are being conducted to study and predict climate change impacts for the various regions of the United States, including the Northeast Region in which Connecticut falls. Groups publishing such reports include the U.S. Global Change Research Program, the Northeast Climate Impacts Assessment (Union of Concerned Scientists) and the New York Panel on Climate Change (NPCC).

The findings of the Northeast Climate Impacts Assessment (NECIA) show that average temperatures across the Northeast have risen more than 1.5°F since 1970, with winters warming most rapidly (4°F between 1970 and 2000). Research shows that climate change may affect Connecticut in the following ways:

- a dramatic increase in the number of days over 100°F
 - increased risk of heat stress, heart attack, and death
 - an increase in the number of days with poor air quality due to ground-level ozone
 - accelerated seasonal pollen production, extended allergy season, and increased asthma risks/exacerbated symptoms
- an increase in winter precipitation on the order of 20 to 30 percent, with less winter precipitation falling as snow and more as rain
- earlier spring snow melt resulting in earlier peak river flows
- an increase in the frequency of heavy rainfall events
- a longer growing season, coupled with the increased frequency of short-term drought
- a substantial increase in the extent and frequency of coastal flooding, erosion, and property damage due to sea level rise
 - inundation of low-lying coastal areas and dramatically accelerated erosion of barrier beaches, including Long Beach
 - threats to the state's ecologically important salt marshes and estuaries, which serve as critical feeding ground for migrating waterfowl and other birds, and nursery habitat for important commercial fish;
 - negative impacts on fisheries
- A potential increase in vector-borne disease, such as West Nile Virus

In 2008, the Public Act No. 08-98, An Act Concerning Global Warming Solutions (Global Warming Solutions Act, or GWSA), was adopted by the Connecticut General Assembly. In accordance with Section 7 of GWSA, the GSC established an Adaptation Subcommittee to evaluate the projected impacts of climate change on Connecticut agriculture, infrastructure, natural resources and public health and to develop adaptation strategies to mitigate these impacts. The GSC charged the Adaptation Subcommittee with evaluating the projected impact of climate change in the state on:

- (1) Infrastructure, including, but not limited to, buildings, roads, railroads, airports, dams, reservoirs, and sewage treatment and water filtration facilities;
- (2) Natural Resources and Ecological Habitats, including, but not limited to, coastal and inland wetlands, forests and rivers;
- (3) Public Health; and
- (4) Agriculture.

This assessment effort led to a report in 2010 entitled, *The Impacts of Climate Change on Connecticut Agriculture, Infrastructure, Natural Resources and Public Health* and a subsequent report, currently in draft form, entitled, *Connecticut Climate Change Preparedness Plan: Adaptation Strategies for Agriculture, Infrastructure, Natural Resources and Public Health Climate Change Vulnerabilities* (see the following section, *Adaption Strategies*).

The Adaptation Subcommittee's key findings as outlined in the report, *The Impacts of Climate Change on Connecticut Agriculture, Infrastructure, Natural Resources and Public Health*, are:

Infrastructure: The infrastructure planning areas determined by the Infrastructure Workgroup to be the most impacted by climate change were coastal flood control and protection, dams and levees, stormwater, transportation and facilities and buildings. Infrastructure planning areas were most affected by changes in precipitation and sea level rise, which could cause substantial structural and economic damage.

Natural Resources and Ecological Habitats: The ecological habitats at the highest risk from climate change may be cold water streams, tidal marsh, open water marine, beaches and dunes, freshwater wetlands, offshore islands, major rivers, and forested swamps. These habitat types are broadly distributed from Long Island Sound and the coast to the upland watersheds and forests across Connecticut. The degree of impact will vary but, likely changes include conversion of rare habitat types (e.g., cold water to warm water streams, tidal marsh and offshore islands to submerged lands), loss and/or replacement of critical species dependent on select habitats, and the increased susceptibility of habitats to other on-going threats (e.g., fragmentation, degradation and loss due to irresponsible land use management, establishment of invasive species).



Public Health: Climate change will have the most impact on public health infrastructure, environmental justice communities, air quality and extreme heat ailments and vector-borne diseases. Climate change will impact public health infrastructure including hospitals, health departments, emergency medical services, private practices and shelters, due to direct impacts from extreme weather events, and increased use of resources to treat and shelter victims. Specifically, environmental justice communities may be most impacted by the lack access to adequate public health infrastructure, including shelter or evacuation transportation. Decreased air quality may increase the incidence and exacerbation of existing respiratory ailments, and increased extreme heat events will increase heat-induced ailments, especially among people who do not have the benefit of air conditioning. Finally, climate change may alter ecosystems in a way that may favor increased vector survival, replication, biting frequency, and geographic range.

Agriculture: Most of the agricultural features assessed were found to be highly impacted by climate change, and most of these impacts were negative. The top five most imperiled agricultural planning areas or features in Connecticut were maple syrup, dairy, warm weather produce, shellfish and apple and pear production. There were opportunities for production expansion, including biofuel crops and witch hazel and grapes, with the future climate, as well as benefits identified for all agricultural planning areas.

The quality and availability of water supply was also noted in the report as a significant impact of climate change, one which reaches across each of the four sectors addressed above. With the conclusion of the climate change impacts assessment phase, the Adaptation Subcommittee carried forth to develop recommended adaptation strategies for the most impacted features of Connecticut infrastructure, natural resources, public health and agriculture.

8.4 Addressing Climate Change

8.4.1. Mitigation Strategies

Mitigation strategies are efforts taken to reduce GHG emissions. Serious efforts at the state and local levels will be needed to ensure Connecticut meets its GHG emission reduction targets. Per NECIA research, concerted and sustained efforts to reduce emissions in the region—on the order of 80 percent below 2000 levels by mid-century, and just over three percent per year on average over the next several decades—can help pull global emissions below the lower-emissions scenario described in the NECIA research. Local governments have a rich array of strategies and policies at their disposal to meet the climate challenge in partnership with other states, businesses, civic institutions, and the public. Concerted actions such as these to meet the climate challenge can also advance other goals such as enhancing regional energy and economic security, creating jobs, producing cleaner air, and building a more sustainable economy.

These strategies and policies can reduce emissions in the region's four major CO₂-emitting sectors (electric power, buildings, transportation and industry). The state is already working on such efforts and municipalities need to follow suit. Options outlined by NECIA that are applicable at the municipal level include:

- **Electricity/Energy:**
 - Accelerate the region's transition from fossil fuels to clean, renewable energy resources (e.g., solar, wind, geothermal) through wise energy choices.
 - Educate the public about available renewable energy market incentives.
 - Embrace efficiency by purchasing energy-efficient lighting and small appliances and replacing vehicles, heating and cooling systems, motors and large appliances with more efficient models as the existing equipment reaches the end of its useful life.
 - Municipalities, Industries and large institutions can reduce emissions while lowering energy costs by improving the energy efficiency of their buildings and facilities and by installing combined-heat-and-power systems and on-site renewable energy systems.
- **Buildings/Transportation/Land Use:**
 - Local governments can amend zoning laws to encourage and/or require new construction and substantial renovation projects to achieve the U.S. Green Building Council's LEED certification and/or energy-efficiency levels that qualify for the EPA's Energy Star Building designation.
 - Educate citizens about sustainable driving choices and promote alternative transportation.
 - Using state and municipal zoning laws, building codes, and incentives to encourage energy-efficient buildings, discourage urban sprawl, provide low-emissions transportation alternatives, and avoid development in vulnerable coastal areas and floodplains.

The Connecticut Climate Change Action Plan (CCAP) contains 55 recommended actions to help the state achieve the GHG reduction targets. Recommendations from this report applicable at the municipal level include:

- **7. Transit, Smart Growth, and VMT Reduction Package:** Implement a package of transit improvements and land-use policies and incentives to achieve a three percent reduction in vehicle miles travelled (VMT) below the 2020 baseline.
- **Transit:** Public transportation is an efficient, low GHG alternative that is used by some 85,000 Connecticut commuters every day. The working group set a goal to double transit ridership as a means of reducing VMT.
- **Smart Growth:** Residential and commercial development in suburban and exurban areas increases VMT as distances between homes and jobs increase. Low density development cannot support public transportation, so single occupancy vehicles are often the only practical travel option. Studies have put forth recommendations for reducing sprawl by redirecting growth patterns through appropriate constraints, incentives, and long-term planning. The State has much to gain by planning for growth in appropriate areas rather than permitting continued unfettered development. Efficient reuse of existing infrastructure, reinforced funding for existing schools, improved air and water quality, reduced road and sewer extension costs, congestion mitigation,



increased access to jobs and affordable housing are recognized benefits of growth management.

- 24. Energy Benchmarking and Tracking Program for Municipal Buildings: Promote energy measurement, tracking, benchmarking and strategic planning at municipal facilities, including public schools. The Connecticut Clean Energy Fund's (CCEF) Clean Energy Communities and CEEF eeCommunities programs require municipalities to join the U.S. EPA's Community Energy Challenge. This challenge requires all participants to benchmark their Town's buildings to compare their energy consumption with similar buildings across the United States. Stratford should join the 66 Connecticut communities signed up to participate in the EPAs Community Energy Challenge. For more information visit www.epa.gov/region1/eco/energy/pdfs/CECFactSheet.pdf.
- 29. Promote/Participate In Voluntary Programs and Actions
 - For Municipalities:
 - CCEF Clean Energy Communities Program
 - CEEF eeCommunities program
 - ICLEI Cities for Climate Protection
 - EPA Green Power Partnership
 - Rebuild America (DOE program run by Connecticut OPM)
 - LEED building certification (municipal buildings and schools)
 - Green Campus Initiative" (Institute for Sustainable Energy) for institutions of higher learning and secondary schools
 - For Business and Industry
 - Climate Leaders (EPA program)
 - GHG Protocol Initiative (WRI Program)
 - Green Power Market Development Group (WRI Program)
 - Working 9 to 5 on Climate Change (WRI Program)
 - Best Practices Program (DOE)
 - Connecticut Sustainable Business Network (Sustainable Step New England program)
 - Energy Star Benchmarking (EPA program)
 - Negotiated Agreements (These would need to be custom developed with DEP or another regulatory agency with individual companies - they are a policy mechanism.)
 - SF6 Reduction Program (EPA program)
 - LEED building certification (private buildings)
- 36. Reduce Use of Non-Farm Fertilizer (eg. residential, commercial and municipal)
- 39. Urban Tree Planting Program: Properly plant additional, sufficiently sized urban trees.
- 40. Forest and Agricultural Land Preservation: Preserve existing forest and agricultural land to avoid releases of carbon due to conversion of forest and agricultural land to development.
- 41. Promote Use of Durable Wood Products: Encourage individual and business consumers to consider certified sustainable wood products when buying furniture, building homes, and working on other structures. In addition, the municipality in its procurement process should lead by example and maximize its purchase of certified sustainable wood products.

- Increase Recycling and Source Reduction: CT Solid Waste Management Plan (12/2006) established 58% disposal diversion rate by 2024. The current state source reduction/recycling rate is approximately 26%.
- 47. Government Clean Energy Purchase: Follow the state's example and purchase increasing amounts of clean energy to promote and encourage the deployment of renewable energy resources in the region by businesses, institutions, and households.

Additionally, Stratford should promote public awareness of the above recommendations and encourage industry, businesses and individuals to embrace the following recommendations/initiatives set forth in the CCAP:

- Low emission vehicles
- Federal Weatherization Assistance Programs (WAP), which targets low income households for comprehensive weatherization; CEEF Home Energy Solutions Weatherization program; CEEF Limited-Income Program weatherization (WRAP and UI Helps)
- Energy efficient new home construction: Energy Star Homes and LEED Homes
- High-performance buildings in privately funded projects
- Existing programs that train building operators to use maintenance approaches that improve energy efficiency
- Procurement of environmentally preferable services and products
- Clean combined heat and power
- CCEF commercial, industrial and municipal building energy conservation programs
- Reduce use of non-farm (eg. residential and commercial) fertilizer
- Buy locally grown food
- Promote the awareness and education of Stratford citizens about the solutions and impacts of global warming; include policy makers, business leaders, students/teachers, community-based organizations and the general public.

8.4.2. Adaptation Strategies

Adaptation planning works hand in hand with mitigation strategies, reinforcing the importance of energy efficiency and water conservation, while protecting and conserving biodiversity, ecosystem services and public health. In 2011, the Adaptation Subcommittee completed the report, currently in draft form, entitled, Connecticut Climate Change Preparedness Plan: Adaptation Strategies for Agriculture, Infrastructure, Natural Resources and Public Health Climate Change Vulnerabilities. The report describes strategies that begin to establish a plan for the future, but emphasizes that more remains to be done with respect to implementation of the identified strategies, continued assessment of climate change impacts, development of more specific action plans, integration into planning efforts, and additional outreach and education. Municipalities are specifically charged to undertake the hard work of identifying critical areas at risk.

While the report is still in draft form, the following are some of the expected adaptation strategies that are applicable at the municipal level. Stratford policy makers are encouraged to consult the draft report for more details.



- Encourage development practices that ensure water recharge
- Encourage sustainable water capture and storage by homeowners, municipalities, businesses, and industries, and the agriculture sector
- Encourage adaptation strategies, including natural habitat conservation, Low Impact Development Best Management Practices (BMPs), agriculture water BMPs and drinking water treatment standards that will ameliorate the effects of water inundation
- Identify and conserve ecosystem services vulnerable to climate change
- Encourage land management behaviors that support ecosystem services
- Consider the public health needs of vulnerable populations in climate change adaptation planning
- Continue to develop and update all municipal emergency preparedness plans for extreme weather events
- Assess current and future needs for potable water uses and to plan for infrastructure improvements to the public water system
- Assess future needs for non-potable water uses
- Assess future flooding risks to natural and built infrastructure, including agricultural operations and public health and safety
- Determine the critical public buildings, including public health facilities, schools and cultural/historic buildings that will be impacted by coastal and inland flooding, and recommend appropriate adaptation strategies that will not adversely impact natural resources
- Examine new opportunities for building usage considering projections for climate change
- Determine vulnerable transportation routes and transportation options that may adversely impact natural resources and human mobility needs under future climate change projections
- Engage and educate private landowners to manage their lands to minimize risk from climate change
- Build public consensus for adaptation strategies through education and outreach
- Partner with local health department staff to educate the public on climate change impacts
- Assist local health departments with climate change adaptation
- Broaden water use planning to include climate change projections
- Adopt a water hierarchy that includes water conservation, capture and storage and water reuse, similar to the well known solid waste management 'reduce, reuse and recycle' hierarchy
- Implement rate structures to accommodate long term system improvements and encourage conservation
- Examine opportunities for water conservation strategies within the building code, in appliance standards and in regulatory decisions
- Adopt policies that encourage a viable, local agriculture market
- Protect critical soil landscapes
- Implement new or modified policies that would encourage appropriate land use and reduce repetitive losses
- Reevaluate Connecticut's Green Plan and open space grant programs to prioritize acquisition of land and conservation easements for habitats most at risk from climate change
- Acquire land and conservation easements to provide upslope "advancement zones" adjacent to tidal marshes
- Acquire land and conservation easements in riparian areas adjacent to coldwater streams
- Collaborate among state agencies, municipalities and non-profits within Connecticut to implement regulations and policies that promote and facilitate the conservation of habitats and species most at risk from climate change
- Collaborate with other states and federal agencies to develop a coordinated regional adaptation plan
- Continue to support funding to provide for adequate updates to municipal sewage infrastructure
- Support funding to provide for adequate updates to municipal water infrastructure

8.5 2003 and 1993 Plan Summary

The 1993 and 2003 POCD documents do not specifically address sustainability and climate change, as these are planning issues that have more recently come to the forefront of public attention. However, the plans do include recommendations, which are still relevant today, on issues related to climate change and sustainability, such as the following:

- The most relevant recommendations from the 2003 Update to the Town Plan of Conservation and Development pertain to the conservation of open space. Open space is important for climate change adaptation because it provides important natural habitat, filters and stores stormwater, buffers coastal and inland areas from flooding, contains trees which absorb CO₂ and helps to cool urban areas. Refer to the Open Space and Recreation chapter for a listing and status of 2003 recommendations regarding open space.
- 1993 "preferred" recommendations that promote alternative transportation:
- Development of a network of sidewalks which primarily provide accessibility to public transportation and public building facilities, commercial and recreational sites.
- Establish a linkage of bikeways to traffic generators and to parks/recreational areas.
- Further effort should be placed on the design and implementation of a system of bicycle routes throughout the Town.
- 1993 "preferred" recommendations regarding infrastructure that will likely be affected by climate change:
- Continue to restriction of development in flood prone areas.
- Create a formal stormwater utility.
- 1993 "preferred" recommendations regarding land use as it relates to climate change:
- Continue to maintain setbacks from sensitive coastal wetland resources.
- Consider methods which could encourage long-term protection of sensitive areas, including the use of conservation easements, land trusts, and/or land donations to the Town.



8.6 Findings

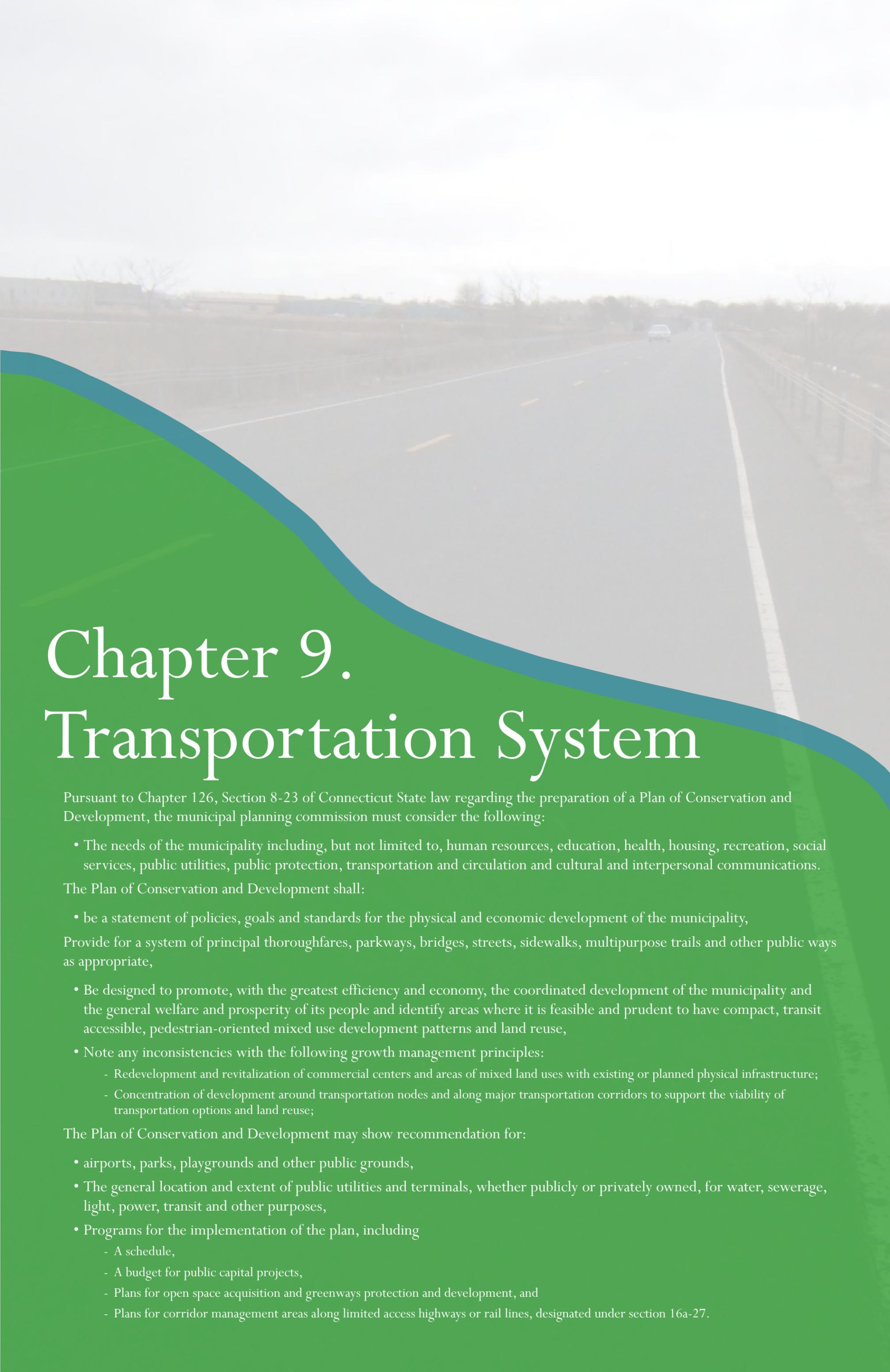
Climate change is expected to have a significant impact on agriculture, infrastructure, natural resources and public health in Connecticut. The state has committed to reducing emissions of greenhouse gasses, which are the main contributor to human-induced climate change. The state has also introduced recommendations to mitigate, or reduce, such emissions and adaptation strategies to help prepare for the expected impacts of climate change. Combating climate change will require concerted and continuing action not just at the state level, but at the municipal and individual level as well. Sustainability planning, which includes smart growth principles, energy and water conservation, and protection of biodiversity, ecosystem services and public health, is being implemented at the state, regional and municipal levels within Connecticut. Stratford should review the findings and recommendations of the state’s Climate Change Adaptation Plan and the two related reports, The Impacts of Climate Change on Connecticut Agriculture, Infrastructure, Natural Resources and Public Health and Connecticut Climate Change Preparedness Plan: Adaptation Strategies for Agriculture, Infrastructure, Natural Resources and Public Health Climate Change Vulnerabilities and develop a sustainability plan specific to the Town of Stratford. The state has also charged municipalities to identify critical areas at risk from the impacts of climate change.

Table 33: Sustainability Findings

Finding	How To Incorporate			
	Goal	Policy	Action	Graphic Plan
1 Establish a Town sustainability/climate change committee		X	X	
2 Develop and adopt a Town Sustainability Plan	X	X	X	X
3 Identify critical areas at risk from the impacts of climate change	X		X	
4 Prioritize acquisition of land and conservation easements for habitats most at risk from climate change	X	X		
5 Acquire land and conservation easements to provide upslope “advancement zones” adjacent to tidal marshes and in riparian areas adjacent to coldwater streams	X	X	X	
6 Institute an energy benchmarking and tracking program for municipal buildings			X	
7 Mandate high performance energy requirements for schools and municipal projects	X	X	X	
8 Adopt a water hierarchy that includes water conservation, capture and storage, and water reuse similar to the well known solid waste management ‘reduce, reuse and recycle’ hierarchy	X	X	X	
9 Implement smart growth principles such as improved access to public transportation, complete streets, mixed use development/ redevelopment	X	X	X	X
10 Promote awareness and education of Town citizens about the solutions and impacts of climate change	X		X	
11 Adopt policies that encourage a viable local agriculture market		X		
12 Raise awareness of existing evacuation routes in such areas that may be prone to flooding such as areas of Lordship			X	
13 Work with regional partners to address ongoing climate change issues, such as public health concerns, rising tides, changing shorelines and environmental conservation	X	X		

source: peter j. smith & company, inc.





Chapter 9. Transportation System

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the following:

- The needs of the municipality including, but not limited to, human resources, education, health, housing, recreation, social services, public utilities, public protection, transportation and circulation and cultural and interpersonal communications.

The Plan of Conservation and Development shall:

- be a statement of policies, goals and standards for the physical and economic development of the municipality,

Provide for a system of principal thoroughfares, parkways, bridges, streets, sidewalks, multipurpose trails and other public ways as appropriate,

- Be designed to promote, with the greatest efficiency and economy, the coordinated development of the municipality and the general welfare and prosperity of its people and identify areas where it is feasible and prudent to have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse,
- Note any inconsistencies with the following growth management principles:
 - Redevelopment and revitalization of commercial centers and areas of mixed land uses with existing or planned physical infrastructure;
 - Concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse;

The Plan of Conservation and Development may show recommendation for:

- airports, parks, playgrounds and other public grounds,
- The general location and extent of public utilities and terminals, whether publicly or privately owned, for water, sewerage, light, power, transit and other purposes,
- Programs for the implementation of the plan, including
 - A schedule,
 - A budget for public capital projects,
 - Plans for open space acquisition and greenways protection and development, and
 - Plans for corridor management areas along limited access highways or rail lines, designated under section 16a-27.



.A transportation network is one of the primary elements that define the physical form of a community. An integrated, coordinated and connected transportation network creates order in the urban environment and allows for the easy and efficient movement of goods and people. A transportation network with these qualities unifies a community, links places together and creates an organized and recognizable urban pattern that is easily understood and navigated.

The Town of Stratford transportation system inventory discussed herein outlines a variety of multimodal elements including road network, public transit, rail service, air service, water transportation, and bicycle circulation. Also included in the discussion is an outline of the planning context and related transportation initiatives. By reviewing existing information available on these elements in Stratford, and providing consistency with state, regional and county plans, this inventory complies with the objectives of the federal Moving Ahead for Progress in the 21st Century (MAP-21), which authorizes funding for transportation programs, such as highways, transit, freight, safety and research.

9.1 Planning Context & Related Transportation Initiatives

9.1.1. Regional Transportation Plan for the Greater Bridgeport Planning Region (RTP)

In April 2011, The GBR Planning Agency completed a Regional Transportation Plan for the Greater Bridgeport Planning Region. With a planning horizon to 2040, this long range plan includes recommended actions, programs and projects to improve, enhance and better manage and operate the public transit and highway systems, promote alternative modes, accommodate bicyclists and pedestrians, provide freight mobility and mitigate financial impacts.

There are a number of recommendations in the Plan directly relating to Stratford, including:

- Implement Bus Rapid transit (BRT) along US Route 1 through the region to link with the south west region BRT at the Norwalk Hub and extend to and link with the Milford Transit District;
- Implement BRT service along Main Street including signal priority
- Expand and consolidate surface parking lots at the Stratford rail station, provide pedestrian friendly pathways and accommodate bus access
- Lengthen platforms at the Stratford (and Fairfield) stations and install canopies
- Construct improvements for runway 06/24 and 11/29 consistent with FAA standards and guidelines (associated improvements are included)
- Improve interchange 33 and ramp configuration in Stratford
- Improve interchanges 31 and 32 and ramp configuration in Stratford
- Replace I-95 bridge over the Housatonic River at the Stratford-Milford town line
- Develop and construct the Housatonic River greenway in Stratford

Many general recommendations for the region as whole are included in the Plan. These recommendations relate to facility management, traffic management, intelligent transportation systems, transportation security,

universal accessibility, clean technology, implementation of a multi-use trail system, designation of bikes routes/lanes, and development of complete streets.

9.1.2. Transit Centered Development Feasibility Study – (TCDFS)

Completed in June 2010, the Transit Centered Development Feasibility Study identifies potential opportunities and benefits associated with TCD in Stratford. The planning area for this study focused within a half mile radius of the train station, but also considered the larger urban context. The study identifies key opportunities and challenges to the Town regarding TCD. These have been summarized below and include:

Key Opportunities

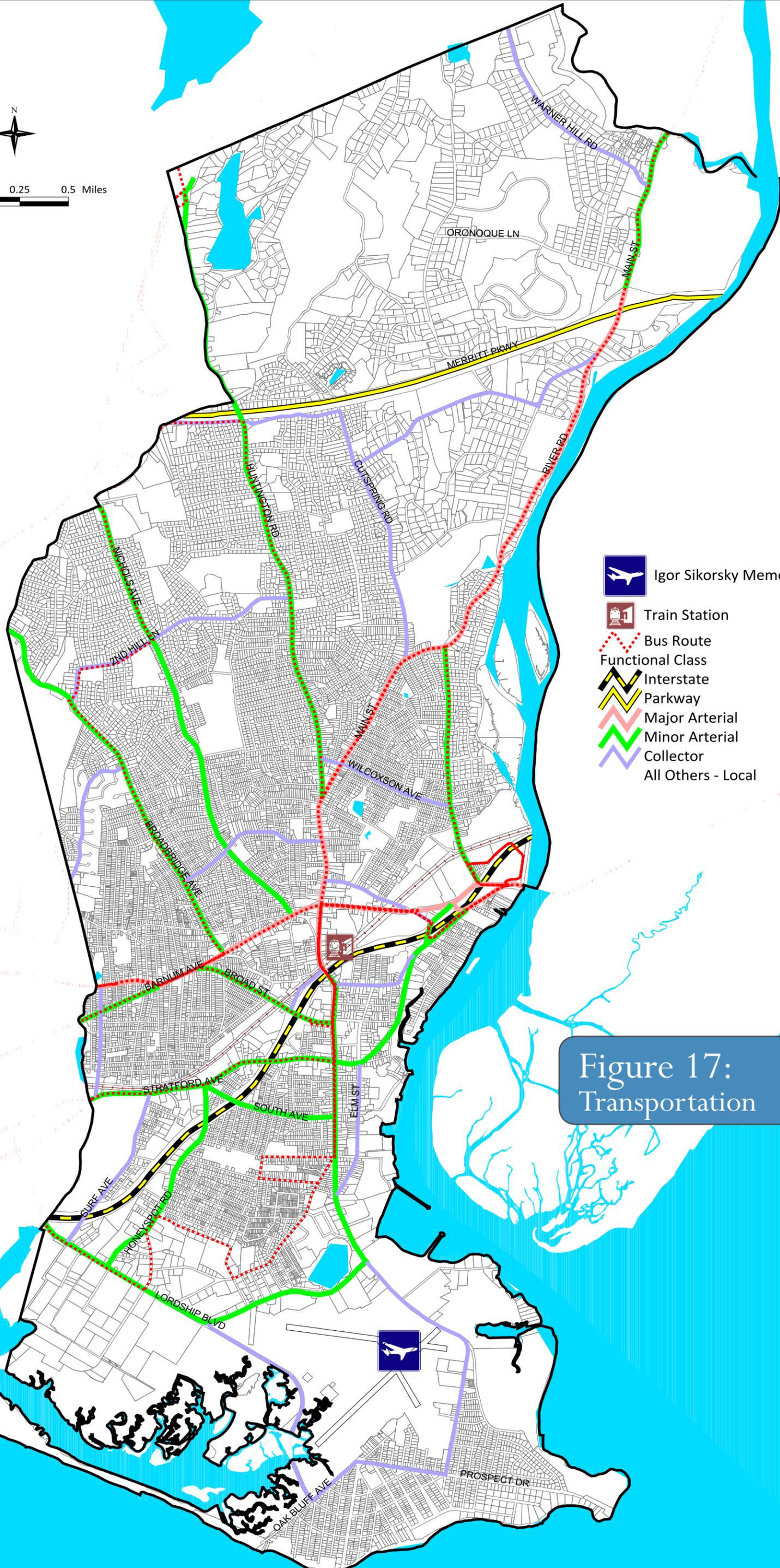
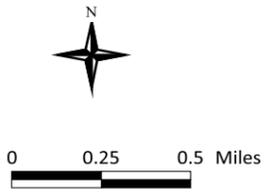
- Stratford has regional advantages to function as a primary transit hub
- The primary opportunity for TCD is for residential development with some potential for commercial/office or industrial development
- Redevelopment could be beneficial in some locations proximate to the rail station in need of reinvestment
- There may be future potential for shuttle connections to underutilized parcels more distant from the rail station

Key Challenges

- Traffic patterns and congestion are a problem in the Town center (traffic congestion in the core area is discussed further)
- Insufficient commuter parking near the rail station hinders a successful Town center
- Stratford prefers a moderate scale and traditional design character for TCD
- Brownfield challenges deter development at some locations
- An enhanced pedestrian and bicycle environment is needed;
- The elevated form of I-95 bisects the core area and is an impediment to walkability and pedestrian connectivity.

Key recommendations in the study are summarized and include:

- Maintain a special task force on TCD
- Undertake zoning amendment process to facilitate desirable TCD
- Reconsider prospective location of future commuter parking facilities
- Pursue implementation tools for reorganized commuter rail platforms, access and parking areas
- Pursue implementation tools to reorganize Interchange 33 and Town center circulation patterns
- Pursue implementation tools for pedestrian and bike improvements



-  Igor Sikorsky Memorial Airport
-  Train Station
-  Bus Route
- Functional Class**
-  Interstate
-  Parkway
-  Major Arterial
-  Minor Arterial
-  Collector
-  All Others - Local

Figure 17:
Transportation



9.1.3. Greater Bridgeport and Valley Metropolitan Planning Organization Transportation Improvement Program (FFY 2011 – 2015) – (TIP)

The Greater Bridgeport and Valley Transportation Improvement Program (TIP) lists all proposed highway and transit improvement projects within the Greater Bridgeport and Valley planning regions which are targeted to receive federal funding assistance over the next 4 federal fiscal years (FFY), beginning October 1, 2011 and ending September 30, 2015.

The TIP was prepared by the Greater Bridgeport Regional Council (GBRC) and the Valley Council of Governments (VCOG), in cooperation with ConnDOT, Greater Bridgeport transit (GBT) and Valley Transit District (VTD). The Metropolitan Planning Organization (MPO) selects highway projects that qualify for federal assistance by either the Federal Highway Administration (FHWA) or the Federal Transit Administration (FTA).

There are a number of projects in the TIP specific to Stratford. These include:

FHWA Funded Projects

- Route 110 – Replace bridge over Freeman Creek
- I-95 – Replace Moses Wheeler bridge over Housatonic River and Naugatuck Avenue

FTA Funded Projects

- New Haven Rail Line (Main Line) – provide funds to rehabilitate rolling stock used on New Haven main rail line
- New Haven Rail Line (Main Line) – replace bridge over Route 113 (Main Street)

9.2 Road Network

Stratford is served by several major highways including Interstate 95, U.S. Route 1 (Boston Post Road), Route 15 (Merritt Parkway), Route 108 (Nichols Avenue), Route 110 (Main Street) and others. Many of these roads radiate out from the core area and link the surrounding neighborhoods of the community, and the region, to the downtown.

9.2.1. Classification System

The Federal Highway Administration (FHWA) classifies roadways and highways according to the function or service they provide. In the State of Connecticut, the functional classification system is prepared and maintained by the Connecticut Department of Transportation. There are three major categories of roadways and highways as defined by CDOT: arterial, collector and local.

- Arterials: include interstates, freeways and expressways, and are designed for higher speed and traffic volumes. These roads serve as connections between municipalities or are part of the interstate system. This classification is further divided into two sub-classifications: Principal Arterial and Minor Arterial.
- Collectors: designed for lower speeds and shorter distances. They are typically two-lane roads that collect and distribute traffic to and from the arterial system and connect them with residential neighborhoods.
- Local roads: all roadways not included in a higher-level

classification. They provide basic access between residential and commercial properties as well as connections to higher classification roads.

Within Stratford the main roadways are classified as follows:

Principal Arterial

Interstate

- Interstate -95

Other Expressway – Merritt Parkway

Other – Route 113 (Main Street); Route 1 (Barnum Ave.)

Minor Arterial

Huntington Road, Nichols Avenue; Broadbridge Avenue; W. Broad Street; Ferry Boulevard; Stratford Avenue; South Avenue; Access Road; Honeyspot Road; Lordship Boulevard

Collector

Chapel Street; Tavern Rock Road; Hawley Lane; Connors Lane; Cutspring Road; Wilcoxson Avenue; Longbrook Avenue; North Avenue; Success Avenue; Elm Street; Bruce Avenue

9.2.2. Traffic Congestion

As discussed in the TCDFS, traffic congestion in the downtown is a major issue and is considered an impediment to revitalization. Congestion is due in large part to the number of vehicles who pass through the downtown to access I-95 at Exits 32 and 33, and the convergence of regional roads noted above in the core area. The TCDFS further notes that congestion should be addressed within the larger context of additional benefits that can be gained by redirecting regional traffic to more appropriate locations in Town. Specific reference is made to reorganizing Exit 33 to provide full ramp access in all directions to alleviate much of the congestion in the core and around the station.

Another congested area in the Town is at Stratford High School. Parents picking up their children when school finishes use the parking lot at Town Hall. Turning movements in/out of the lot impacts circulation on the adjoining streets (Barnum Avenue, Main Street and N. Parade Street) and causes congestion in the immediate area.

9.2.3. Traffic Volumes

A comparison of the Average Daily Traffic (ADT) completed by CDOT in 2001 and 2010 for the area surrounding the rail station and the retail uses to the northwest was undertaken to identify changes in traffic volumes over this time. There was a minimal decrease in traffic (1 %) in this area over the time period.



9.3 Public Transit

The Greater Bridgeport Transit Authority (GBTA) provides transit service to the Greater Bridgeport Region with local bus service to the cities/towns of Bridgeport, Stratford, Trumbull, Fairfield and Monroe. GBT Access provides service to riders with disabilities. A review of the RTP indicated the vast majority of trips across the region are made using a private vehicles (97%), while only 3% of trips are made using some form of public transit. This overwhelming use of the automobile is expected to continue over the next 30 years. Although the region's population is projected to grow slowly during this time period, the number of jobs in the region is expected to increase by more than 22%. Despite this, the use of public transit is expected to remain at 3% of all trips made in the region, according to the Regional Transportation Plan.

9.4 Rail Service

Stratford is centrally located along the MTA rail corridor and is located on the New Haven Main Line approximately 60 miles from New York City. Average travel time to Grand Central Station in Manhattan is about 90 minutes. A bus connection to neighboring Bridgeport is provided from the station.

The 2010 Transit Centered Development Feasibility Study (TCDFS) identifies the need for longer platforms and provides a conceptual design to accommodate them. There is a lack supply of parking at or near the station. The TCDFS study identifies an approximate need of 1200 spaces; at present, only 413 spaces are provided in a series of surrounding lots. As a result, approximately 800 vehicles are being parked on adjacent side streets and in available spaces in the area. A recent proposal by CDOT to increase parking availability at the transit station includes a three-phased approach that will add more than 600 spaces to the present inventory. This proposal will include the development of surface parking to the west and east of existing facilities. Phase 1 includes expanding the existing south-side parking lot to the east. Phase two is expansion of the north side parking lot to Main Street and Phase 3 is a new lot on the south side of the tracks, to the east of existing parking and extending to Barnum Avenue. Phase 2 will involve an unspecified level of brownfield remediation. At the time of the drafting of the 2013 Plan of Conservation and Development, this proposal replaces a previous plan to accommodate new parking needs within a four-level parking garage.

9.5 Air Service

The Town is served by the Sikorsky Memorial Airport, a 600 acre parcel of land owned by the City of Bridgeport and located on the Housatonic River. The airport serves only private and corporate aircraft; it does not currently offer commercial service. Plans by the FAA and the City of Bridgeport to improve runway 6/24 and lengthen safety zones at both ends, have been discussed for several years following a crash incident at the airport in 1994. Following the crash, a master plan was completed for the airport and cited a number of deficiencies. As a result of the deficiencies identified in the master plan, an Environmental Impact Statement was prepared in 1996 to further investigate potential improvements/impacts at the airport. During preparation of the EIS, a number of alternatives to address safety issues were developed, including realigning a section of Main Street to accommodate extended runway safety zones. In 2010, a reevaluation of the original Environmental Impact Statement was undertaken and noted that no improvements have been made to the airport to date.

At the time of the drafting of the 2013 POCD, an historic agreement was reached between the City of Bridgeport and Town of Stratford for a reconfiguration of Main Street which will permit the construction of a 300-foot Engineered Materials Arrestor System (EMAS) designed to slow aircraft that have overshot their landing to a safe and predictable stop. This initiative is in response to a fatal accident two decades previously. The agreement also transferred 40 acres to the Town and guarantees that the existing runways will never exceed their current length.

9.6 Water Transportation

Boating is a primary activity and recreational use of the Housatonic River. The 2003 Plan of Conservation and Development prioritized the waterfront and established a number of key goals to enhance its use and maximize public access. With respect to water-borne transportation facilities, public boating access is provided at the Broad Street Launching Area, Bond's Dock, Birdseye Street Water Access and Breakwater key. The 2003 POCD inventoried approximately 588 docks, slips and mooring facilities along the riverfront and including those offered at 4 commercial marinas and 4 private yacht clubs. The 2003 Plan refers to the need for additional boating facilities along the river and referenced plans for a number of marina projects from the early 1990's. At the time of the 2003 POCD, none of the marina enhancement/development plans referred to had materialized.

Ferry service for the Region is provided at the Water Street Dock Ferry Terminal in Bridgeport. The RTP recommends a number of improvements at the Terminal including construction of a second berth to expand services and development of 200 space parking garage. (pg 16 RTP). In addition, the Plan recommends the implementation of high speed ferry service between Bridgeport, Stamford and Manhattan and the construction of related improvements to support the service.

9.7 Bicycle Circulation

The 2003 Plan of Conservation and Development identified a number of potential routes for a public greenway or trail along the Town's waterfront. Preliminary proposals contained in the POCD illustrated a possible greenway extending from I-95 in the north to Stratford Point in the south. Portions of the greenway utilized existing roadways, resulting in sections that were located away from the riverfront. In 2004, a Waterfront Vision Plan was developed to further explore the opportunities for developing the Greenway. A more detailed concept plan was developed during this study resulting in a recommended alignment for the trail, linkages to surrounding streets, and design concepts for signage, trail markers, and lighting. Refer to Chapter 10 – Open Space & Recreation for further information regarding the Greenway and other bicycle facilities in Stratford.



9.8 2003 Plan Summary

The 2003 Plan of Conservation and Development for the Town of Stratford focuses mainly on waterfront development and carrying on the policies presented in the 1993 plan. The following are policies of the 1993 POCD that are relevant to transportation.

Table 34: 2003 Plan of Conservation & Development Transportation Recommendations

2003 Recommendation	Status	Impact	Still Valid?
Encourage land use management strategies, which recognize the airport as a legitimate use at its current location and size.	On-going	Due to constraints, the airport has not been able to extend its runways and as a result is unable to attract commercial service	Yes
Discourage placement of structures and objects in the vicinity of the airport, which would create hazards to air traffic and/or create risks to property and life.	On-going	Vertical development in the Lordship industrial area is limited	Yes
Since the automobile provides the principal means of transportation for the population of the Town, it is incumbent upon the Town and State to provide an improved street, highway and parking system.	On-going	Auto traffic remains the dominant means of transportation with limited use of public transportation	Yes
Improve public transportation to minimize the dependence of the Town's labor force on the private automobile, thereby reducing the need for automobile usage and minimizing air pollution.	On-going	Policy conflicts with the previous policy and use of public transportation is limited	Yes
Strive for improvement of the quality of railroad stations and establishment of bus shelters at bus stops.	On-going	Plans have been developed for improvements to the rail station, but have not been completed	Yes
Provide adequate off-street parking facilities for commuters to encourage maximum use of rail facilities.	On-going	To date, parking has not been expanded at the rail station	-

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.

9.9 Findings

Following are findings regarding the Town of Stratford's transportation systems.

Table 35: Transportation Findings

Finding	Goals	How To Incorporate		
		Policy	Action Step	Graphic Plan
1 The Town needs to address constraints to Transit Oriented Development near the rail station	X	X	X	X
2 Only 3% of the population uses the local public transportation system	X	X	X	
3 The most significant traffic congestion areas occur in the downtown area and on Route 1 at points accessing Interstate 95	X	X	X	

source: peter j. smith & company, inc.

Chapter 10. Open Space & Recreation

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the following:

- the needs of the municipality including, but not limited to...recreation

A Plan of Conservation and Development shall:

- be a statement of policies, goals and standards for the physical and economic development of the municipality
- recommend the most desirable use of land within the municipality for recreational, conservation and other purposes and include a map showing such proposed land uses
- note any inconsistencies with the following growth management principles:
 - conservation and restoration of the natural environment
 - protection of environmental assets critical to public health and safety

Under the State's Plan of Conservation and Development, the third growth management principle regarding development and transportation lists a policy to "encourage a network of pedestrian and bicycle paths and greenways that provide convenient inter- and intra-town access, including access to the regional public transportation network pg14". The fourth growth management principle is an action to "Conserve and Restore the Natural Environment..." as a way to strategically maintain a green infrastructure rather than relying solely on man-made systems. The state plan links the natural environment with the recreational industry; an important economic engine for the state and its communities. But even more important, opportunities for recreation enhance an individual's and communities well being.

What follows is an assessment of what open space and recreation resources are currently available to the Town. The past plans are assessed to better formulate the current plan for the future development of the Town.



10.1 General Current Conditions of Open Space & Recreation

Currently, Town owned open space and recreation lands account for about 7.8% of the total land within the Town. If the federally owned McKinney Wildlife Refuge and all other privately held conservation land are included, the percentage increases to about 12.5. (Note: the analysis in the land use chapter of this POCD is not comparable to this one; the two are done using different underlying assumptions, each appropriate to the task at hand but not to the other.) Under 'The Green Plan: Guiding Land Acquisition and Protection in Connecticut 2007-2012', the state sets forth a strategy for approaching protection of its open space. It is the State of Connecticut policy to see communities and organizations preserve 11% of the state's land area as open space (in addition to the goal of the state to have 10%) by the year 2023 (Connecticut General Statutes Section 23-8(b)). The Town meets the state's goal for open space and recreation lands. However, it has yet to meet the mark set forth by the 2003 POCD, which recommended increasing the goal to 15%.

The Town has recognized many of its recreation facilities are in need of maintenance and has been working to upgrade them.

10.2 General Current Conditions of Trails

The Town is actively working to develop trails through its communities and along its waterfront. The Housatonic River Greenway has two sections in place in the Town. The first built was Sikorsky Estuary Walk in 2010 and the next section was between Main Street and Beacon Point Road. The East Coast Greenway Trail section through the Town has yet to be implemented. There is in place the interim on road trail following Stratford Avenue.

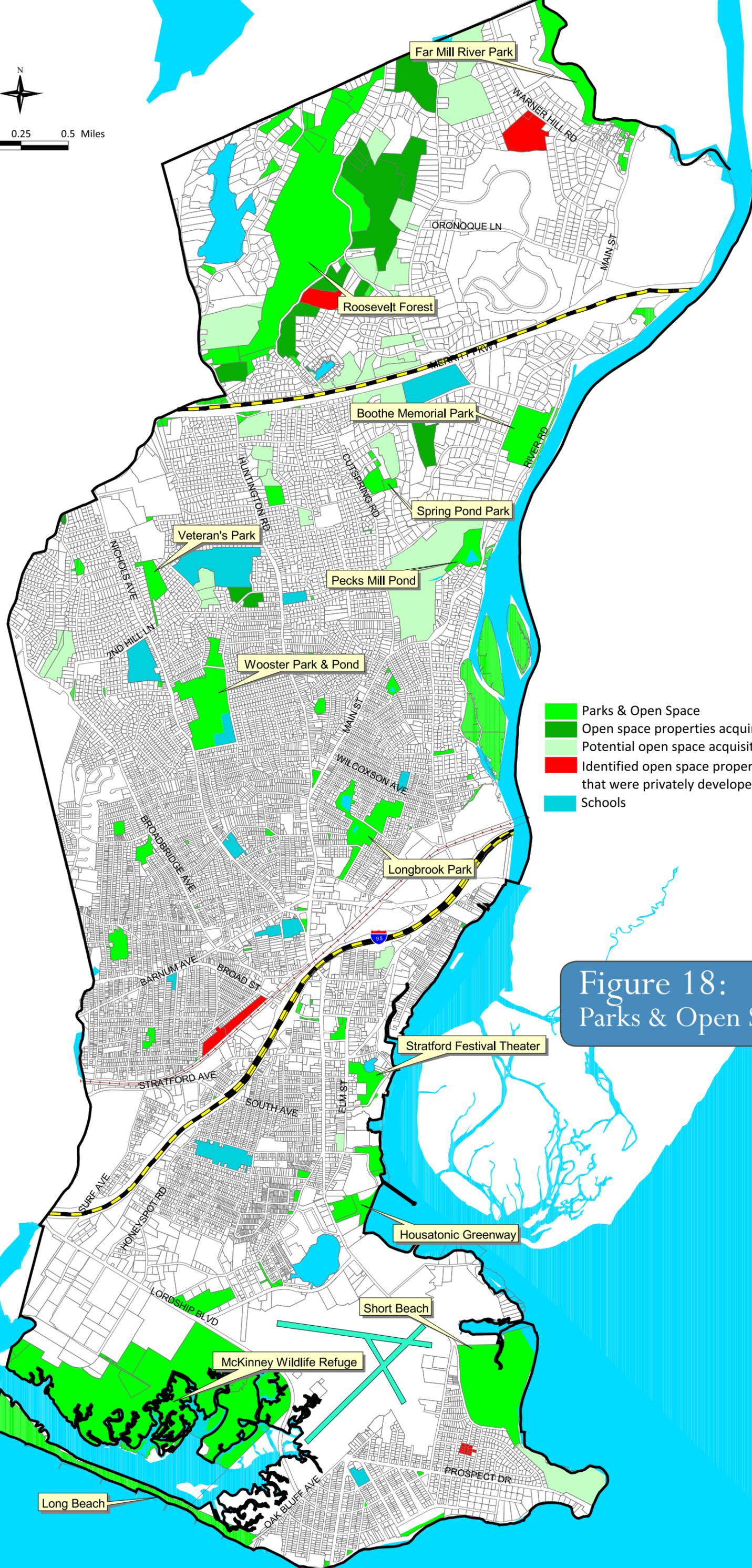
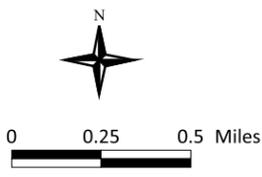
10.3 Detailed Inventory of Open Space & Recreation

Currently the Town organizes its parks into large (greater than 10 acres), medium (5-10 acres) and small (less than 5 acres). There are 12 large parks, 13 medium parks and 16 small parks for a total of 41 parks (one, McKinney Wildlife Refuge, is federally managed).

Table 36: Open Space & Recreation Resources

	Town Parks and Playgrounds	Category	Acres	Facilities
1	Roosevelt Forest	Large	400	Large tract of forest with trails
2	McKinney Wildlife Refuge (Great Meadows Marsh)	Large	399.38	Natural salt marsh, parking and trails
3	Short Beach	Large	107.28	Beach, picnic areas, playground, golf course, softball fields, courts for basketball, paddleball, tennis, and volleyball
4	Long Beach	Large	62	parking only (unimproved beach)
5	Wooster Park and Pond	Large	53.66	Natural Habitat of pond, stream, woods, trails and multi-use fields
6	Far Mill River Park	Large	38.78	Natural Area along Far Mill River, gorge, dams, trail
7	Boothe Park	Large	32.99	Boothe Memorial Museum (including various bldgs and structures), planetarium, Boothe Family Home, playground
8	James Farm Road Open Space	Large	32.3	Natural habitat of wood and streams
9	Longbrook Park	Large	30.17	Park bldgs, pond, trails, picnic areas, ball fields (football, soccer, baseball/softball), pool, playground, tennis courts
10	Pecks Mill Pond	Large	14.57	Natural Area with pond and woods
11	Veteran's Park	Large	11.91	Wetland area with loop trail
12	Spring Pond Park	Large	9.42	Natural habitat of wood, wetland and streams
13	Stratford Festival Theatre	Medium	12.07	Vacant theatrical complex, pond, wetland, parking
14	Birdeye Launching Ramp & Fishing Pier	Medium	9.25	Boat ramp, dock, fishing platform, parking
15	Clover Field / Janosko Park	Medium	9.16	Softball fields, basketball courts, Athletic bldg, parking
16	Pirhala Farm (Community Gardens)	Medium	8.63	Building, parking, compost bins and garden plot land
17	Stratford Greenway (behind DeLuca Field)	Medium	8.14	About 5 miles of asphalt paved trail along Housatonic River
18	DeLuca Field	Medium	7.53	Softball complex (1 field)
19	John Chanda (North End) Park	Medium	5.76	Ball field, basketball court, pond, wetland, trails, parking
20	Stonybrook Park	Medium	5.06	Playground, trail, woods, stream, parking
21	Academy Hill	Medium	4.04	Veteran's Memorial, trees and lawn
22	Elliott Street Park	Medium	3.52	Trees, lawn, channelized stream
23	Stonybrook Field	Medium	2.53	Softball field, parking
24	Raven Pond Park	Medium	1.4	Pond, monument
25	Seawall	Medium	0.48	Sand beach, benches
26	Motil Pond Park	Small	3.3	Pond, playground, parking
27	Russian Beach	Small	3.1	Sand beach
28	High Park	Small	3.03	Ball fields, basketball courts, playground
29	Exchange Park	Small	2.55	Woods, playground, basketball court
30	Great Meadows Park	Small	2.06	Trees, lawn
31	Paradise Green	Small	1.48	Trees, lawn, gazabo, path, plantings
32	Juliette Low Park	Small	1.43	Trees, lawn, gazebos, trails
33	George Force Park	Small	0.94	Basketball and handball courts
34	Town Hall Green	Small	0.83	Trees, lawn, paths, benches, flag pole, monument
35	Lyric Park	Small	0.76	Playground, seating
36	Mac's Harbor	Small	0.48	Memorial, bench
37	Greg Ackley (Rose Park) Park	Small	0.36	Trees, lawn, arbor, benches
38	Beach Drive Park	Small	0.33	Lawn, benches, sand beach, roadside parking
39	Bond's Dock and Fishing Pier	Small	0.27	Car-top boat launch, fishing pier
40	Woodend Park	Small	0.25	Playground
41	Lordship Park	Small	0.17	Trees, lawn, WWII memorial

Source: Town of Stratford web site, peter j. smith & company, inc.



- Parks & Open Space
- Open space properties acquired since 2001
- Potential open space acquisitions
- Identified open space properties that were privately developed
- Schools

Figure 18:
Parks & Open Space



The total open space and park acreage owned by the Town (excluding the McKinney Wildlife Refuge) is roughly 890 acres. The total open space and park acreage of all lands within the Town (excluding school grounds, cemeteries, and recreational lands such as golf courses, gymnasiums, and yacht clubs) is 1,435 acres. The total land encompassed by the Town, including rights of way, is about 11,500 acres.

10.4 Major Development Programs & Initiatives

The Town, with help from other organizations, is developing public access and waterfront recreation along its shoreline with the Housatonic River.

The East Coast Greenway, which is a National Millennium Trail running from Florida to Maine, has been planned to pass through the Town along Merritt Parkway right of way.

10.5 Recommendations of Existing Town Plans

The Conservation & Development Plan Update in 2003 included the following primary recommendations as they relate to open space and recreation:

- Increased public access to the waterfront and the creation of a bikeway/walkway along the shore
- Protection of natural resources and open space

More specific recommendations included the following:

Table 37: Previous Plan Recommendations Chart

2003 Open Space Recommendation	Status	Impact	Still Valid?
Make conservation and waterfront lands a high priority for new acquisitions	Ongoing	Long Beach has returned to a more natural state	Yes
Increase Town's open space goal from 10% to 15% (approximately 500 additional acres).	Ongoing	Currently at 12.5% (need ~300 acres)	Yes
Continue to require a 10% open space set aside in new subdivisions and require homeowners associations to maintain this land	Completed (2009 Subdivision Regulations)	High	Yes
Consider the use of cluster development regulations to preserve more open space	-	Moderate	Maybe
Develop an assessment of existing open space by function (passive/active) and utilize this assessment and plan guidelines for new acquisitions	Incomplete	Moderate	Yes
Utilize State grants, local funds, and conservation easements to protect open space	Ongoing	Moderate	Yes
Land should be viewed as the most important and irreplaceable resource of the Town; special attention must be paid to additional open space conservation and public land acquisition programs before it is too late	-	-	Yes
Support open space preservation opportunities that minimize the outlay of Town general funds, relying on creative measures such as conservation easements, land trusts, homeowners associations, etc.	Ongoing	-	Yes
Maintain public open space as an asset of community pride	Ongoing	High	Yes
Promote the acquisition of open space properties that meet unmet community needs	Ongoing	High	Yes

source: peter j. smith & company, inc.

Other pertinent recommendations from the 2003 plan include:

- under Community Facilities Policies: Encourage aggressive maintenance of existing Town land, buildings and facilities to assure their long-term capability and to minimize future costs of replacement
- under Housatonic River and the Waterfront:
 - Encouragement should be given to the development of suitable sections of land bordering the Housatonic River and Long Island Sound for public and private marinas, parks and beaches
 - The Housatonic River should be recognized for its scenic and recreational value. The Town should promote efforts that will increase public access to the River's shores for recreational purposes
 - Manage the Town's waterfront as the community's most unique and valuable asset
 - Actively promote public access to, as well as use and enjoyment of, the Town's extensive waterfront opportunities
 - Maintain Town-owned waterfront property to a high standard

10.6 Summary of Other Relevant Town Plans

The 2001 Inventory of Open Space Potential for the Town identified 43 properties with a total of 697.5 acres as having potential for open space acquisition. The reasons for these acquisitions are resource protection, connection to existing protected open spaces and provide a needed buffer or neighborhood definition. Of these properties, 14 have been developed privately for a loss of 49.4 acres. Another 11 properties from the inventory have been acquired, adding 192.9 acres to the Town's portfolio of parks and open space. Much of this area is already included in the acreage presented in Table 36. Table 38 presents a list of the 2001 properties that were recommended for acquisition and their current status. The location of these properties are also shown on Figure 18.



Table 38: Properties with Potential for Open Space Acquisition - 2001

Site	Acreage	2001 Description	2013 Status
1	27.97	Walker Estate; Cranberry Pnd Area; High Resource Value as Southernmost bog in New England; Low Development pressure; no utilities	Potential Acquisition
2	32.69	United Illuminating/Open Space. Being purchased with State funds by Town. High resource value, trails, woods, wetlands	Acquired
3	33.96	Kubic Property; No sewer or water lines, steep topography. Wildlife habitat	Potential Acquisition
4	22.83	Peterson Property; Flat, no wetland, sewer potential, high potential development pressure	Developed
5	8.61	Dawn Drive- Part of subdivision from 1980s; Almost all Wetlands	Potential Acquisition
6	97.19	Melnic Property- Adjacent to Roosevelt Forest; High resource value for wetland, Forest expansion potential	Acquired
7	9.55	James Farm Road- United Illuminating; Steep slopes. Moderate natural resource value	Potential Acquisition
8	15.41	James Farm Road- Colacurcio Property; High resource value / wetlands and Forest expansion	Potential Acquisition
9	9.68	North Peters Lane - Minatti Property; High resource value for wetland sand topography	Potential Acquisition
10	10.62	Pumpkin Ground Road - Some steep slopes, High resource Value, Low development pressure	Acquired
11	11.99	Pumpkin Ground road / Peters Land property. Wildlife habitat, steep topography; high resource	Developed
12	49.57	Huntington Road-Stupak Property; Desirable open space property; Forest access, wetlands	Potential Acquisition
13	5.68	Pumpkin Ground Road Property; Wildlife habitat, wetlands, steep slopes	Acquired
14	11.92	Town-owned property, part of Oronoque West Subdivision, 1980s	Acquired
15	6.35	James Farm Road property. Moderate/High resource value. Natural ridge line.	Potential Acquisition
16	5.345	Harvest Ridge Road property. Wetlands.	Potential Acquisition
17	5.11	Harvest Ridge Road property. Wetlands.	Potential Acquisition
18	11.95	Cutspring Road property. High development pressure and high resource value	Potential Acquisition
19	0.12	Cutspring/Circle drive. Access to pond	Acquired
20	7.26	Rear land of Harvest Ridge Road	Potential Acquisition
21	9.72	Huntington Road/United Illuminating property. Acquisition with State funds in process.	Acquired
22	14.74	Chapel Street property, adjacent to Flood School. High value for wetlands, buffer	Potential Acquisition
23	15.24	Rear land of Hickory Woods Condominiums. Wetlands	Acquired
24	11.13	Huntington Road/Tavern Rock Road. High Development pressure	Potential Acquisition
25	12.97	Chapel Street. Farm, Natural Ridge line, High resource value	Potential Acquisition
26	5.28	Chanda property. High resource value for wildlife habitat, neighborhood boundary	Potential Acquisition
27	3.43	Huntington Road/Chanda Road. Important for open long-term open space linkage	Potential Acquisition
28	3.5	Park expansion potential/adjacent to Wigwam Park, wetland enhancement	Potential Acquisition
29	33.58	Armory Road "Snake Pit" wetland complex, State-owned	Potential Acquisition
30	3.85	Wigwam Lane. Small private farm. High Development Pressure	Potential Acquisition
31	103.59	Main Street/Mill River Country Club	Potential Acquisition
32	0.97	Silver Land. Small neighborhood park	Acquired
33	6.13	Johnson Lane. Watercourse/wildlife protection. Adjacent to Bunnell High School	Potential Acquisition
34	5.8	Johnson Lane. Watercourse/wildlife protection. Adjacent to Bunnell High School	Potential Acquisition
35	4.6	Pirhala Farm. Town acquisition in progress	Acquired
36	4.15	Pirhala Farm. Town acquisition in progress	Acquired
37	18.05	No Description	Potential Acquisition
41	5.63	East Broadway property. Contamination issues, Transition to commercial area	Potential Acquisition
42	12.64	Rear land of Hudson Paper Company. Approved for affordable housing development which incorporates sensitive treatment of onsite resources	Developed
43	2.79	Elm Street Tree farm. High development pressure, near Birdseye Street	Potential Acquisition
44	1.95	Part of original McGrath Farm. High development pressure	Developed
45	33.94	Remington Gun Club property. Majestic views of Long Island Sound	Potential Acquisition

source: 2001 Inventory of Open Space Potential.

The last Parks & Recreation plan by the Town was completed in 2007. It was a five-year plan for the years 2008 through 2012. A major recommendation from the plan is to continue to support the Housatonic River Greenway Plan. Improvement of park, playfield and playground maintenance was also a priority. What follows is a list of other primary general action items developed by the plan:

- Have more programs such as music festivals, taste of Stratford, or outdoor art shows
- Provision for a swimming/teaching/therapeutic pool (separate from schools)
- Improvements to existing programs
- More picnic areas
- More neighborhood parks
- More bike paths

A Forest Management Plan for Roosevelt Forest was completed in 2011. It included multiple-use management recommendations for the next ten years. Recommendations relating to recreation are as follows:

- All boundaries should be signed and blazed, and signage throughout the forest should be made more consistent
- Improved trailheads should be developed at several entrances to the Forest
- The 1975 trail guide should be updated and expanded
- Greater access to trail mapping should be considered - both paper and interactive digital versions
- A series of Town-sponsored geocaches and/or letterboxes should be installed throughout the property
- A cooperative arrangement with a local mountain biking club should be considered for trail upkeep & maintenance



- A limited hunting program should be considered for the property
- Cooperative arrangements with an environmental organization should be sought for maintenance and operation of Roosevelt Forest’s currently unused nature center building
- Efforts should be made to increase overall public awareness of the Town of Stratford’s Roosevelt Forest and the property’s extensive recreational & educational opportunities.

A Long Beach Habitat Management Plan was completed in 2013. It addressed the final chapter in the restoration of Long Beach; the development of a restoration plan and the removal of invasive species. It recommended the Conservation Commission and the US Fish & Wildlife Service develop protocols for the placement of fence, the location of walkways as appropriate, and the development of signage to balance the protection of the nesting birds, the regeneration of the dune, and appropriate public access.

10.7 Summary of Other Relevant Plans

State Planning

The state of Connecticut Conservation & Development Plan discusses the need to integrate open space and parks into the fabric of communities. It states that “Similar to the need to maintain the physical infrastructure of cities and Towns, there is a corresponding need to strategically invest in and maintain a system of “green infrastructure”, which relies upon natural landscape features and ecosystems to perform or supplement the types of functions performed by costlier human-engineered systems.” pg17.

The Connecticut Statewide Comprehensive Outdoor Recreation Plan 2011-2016 gives a summary of the supply of outdoor recreational facilities in the state. It found a considerable majority of state residents have below average access to outdoor recreation opportunities in their local communities. This correlates with the requests by the residents of Stratford that the Town create more neighborhood parks. The state plan also found Statewide, the top two areas for funding allocation were identified as maintain and repair existing facilities, and purchase more open space; which are actions required by previous Town plans.

The Connecticut Audubon Society – Important Bird Area Conservation Plan, 2009 stated actions should take place regarding Long Beach in the Town of Stratford. “The site should also be considered for inclusion on the Connecticut Coastal Birding Trail, a project currently being developed by the CTDEP Wildlife Division.” pg ES-3

Greater Bridgeport Planning Region

The Greater Bridgeport Regional Planning Agency (GBRPA), Regional C&D Plan Update, 2008 has made it a goal to provide each developed neighborhood with an adequate and appropriate amount of recreation facilities that are accessible to its residents.

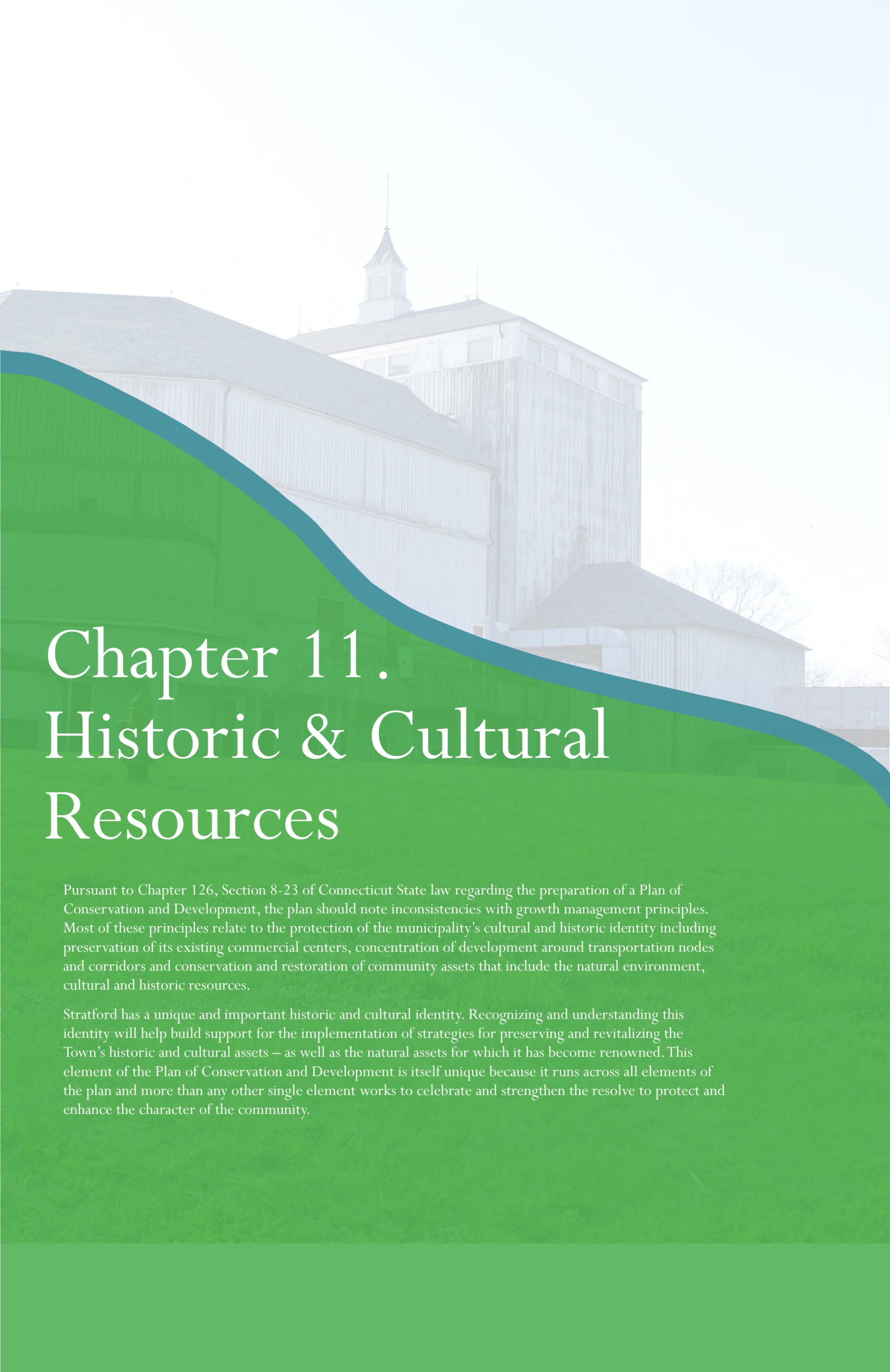
10.8 Findings

There is a need to organize the existing park system to make it function better as a component of the community’s infrastructure. Residents have expressed that parks and facilities are in need of maintenance and improvements, upon which the Town is steadily acting. Connections among the parks and the waterfront are lacking. However, there is a plan in place for public access to the waterfront along the Housatonic River and it has begun to be implemented. Residents also stated a desire and need for more neighborhood parks to make recreation easily accessible to all communities in the Town. All neighborhood parks should include activity areas not merely for the young, but also for adults and seniors. The Town has older median age and needs to provide facilities to adequately suit their needs as well.

Table 39: Parks & Open Space Findings

Finding	How To Incorporate			
	Goal	Policy	Action	Graphic Plan
1 The Town’s parks system is lacking in organization and structure and does not provide appropriate access or function for the Town’s needs or anticipate parkland acquisitions			X	X
2 Potential properties are identified for open space acquisition		X	X	
3 There is a need to improve the maintenance of existing parks and facilities			X	
4 The lack of GIS resources for open space and recreation is detrimental to planning and public awareness		X	X	
5 The Town presently lacks adequate staffing to maintain and operate public parks and open spaces to adequate levels.		X		
6 Continue the development of the Housatonic River Greenway Trail from Stratford Point to Roosevelt Forest			X	X
7 Determine priorities and work with the state of Connecticut to implement the East Coast Greenway trail section through the Town; coordinate with neighboring Towns to ensure trail linkages; work to secure funding for these projects	X	X	X	X
8 Work with the Shoreline Greenway Trail, Inc. group to explore extending the Shoreline Greenway Trail to the west, from its current terminus at East Haven, along the southern coastline of the Town	X	X	X	X
9 Work with the Department of Energy and Environmental Protection to develop funding from the Recreational Trails Program administered through the Federal Highway Administration			X	
10 The Town should make use of the Charter Oak open space grant program for obtaining funding to acquiring land for open space and watershed protection			X	
11 The Town has important ecological areas; public access to these areas must be balanced by species protection		X		

Source: peter j. smith & company, inc.



Chapter 11. Historic & Cultural Resources

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the plan should note inconsistencies with growth management principles. Most of these principles relate to the protection of the municipality's cultural and historic identity including preservation of its existing commercial centers, concentration of development around transportation nodes and corridors and conservation and restoration of community assets that include the natural environment, cultural and historic resources.

Stratford has a unique and important historic and cultural identity. Recognizing and understanding this identity will help build support for the implementation of strategies for preserving and revitalizing the Town's historic and cultural assets – as well as the natural assets for which it has become renowned. This element of the Plan of Conservation and Development is itself unique because it runs across all elements of the plan and more than any other single element works to celebrate and strengthen the resolve to protect and enhance the character of the community.



11.1 Overview

Puritans who called the place Pequonnock settled Stratford in 1639. Some sources say maybe they called it Cupheag. In any event, it was a plantation first populated by little domiciles that looked like English sod houses by way of Indian wigwams at a little inlet called Mac’s Harbor. Stratford retains importance as one of Connecticut’s first-settled places.

Soon after Stratford settled, the little town began creeping westward on the present-day Broad Street toward Main Street into the current Stratford Center. The oldest house in town, the Perry House, 1128 West Broad St., looks exactly like what we would expect a 1640s saltbox to look like. In fact, it was altered in 1740 when it took on its current traditional roofline – it began as a thatch-roofed cottage constructed by shipbuilder Benjamin Beach. The Perry House today is a museum and history center.

Unlike many other New England towns of its era, Stratford does not possess the precious town green ringed by churches romantically associated with the terms “New England” and “town.” Perhaps the closest it gets is Academy Hill, a magnificent historic neighborhood with a traditional town green, church and attendant burial ground.

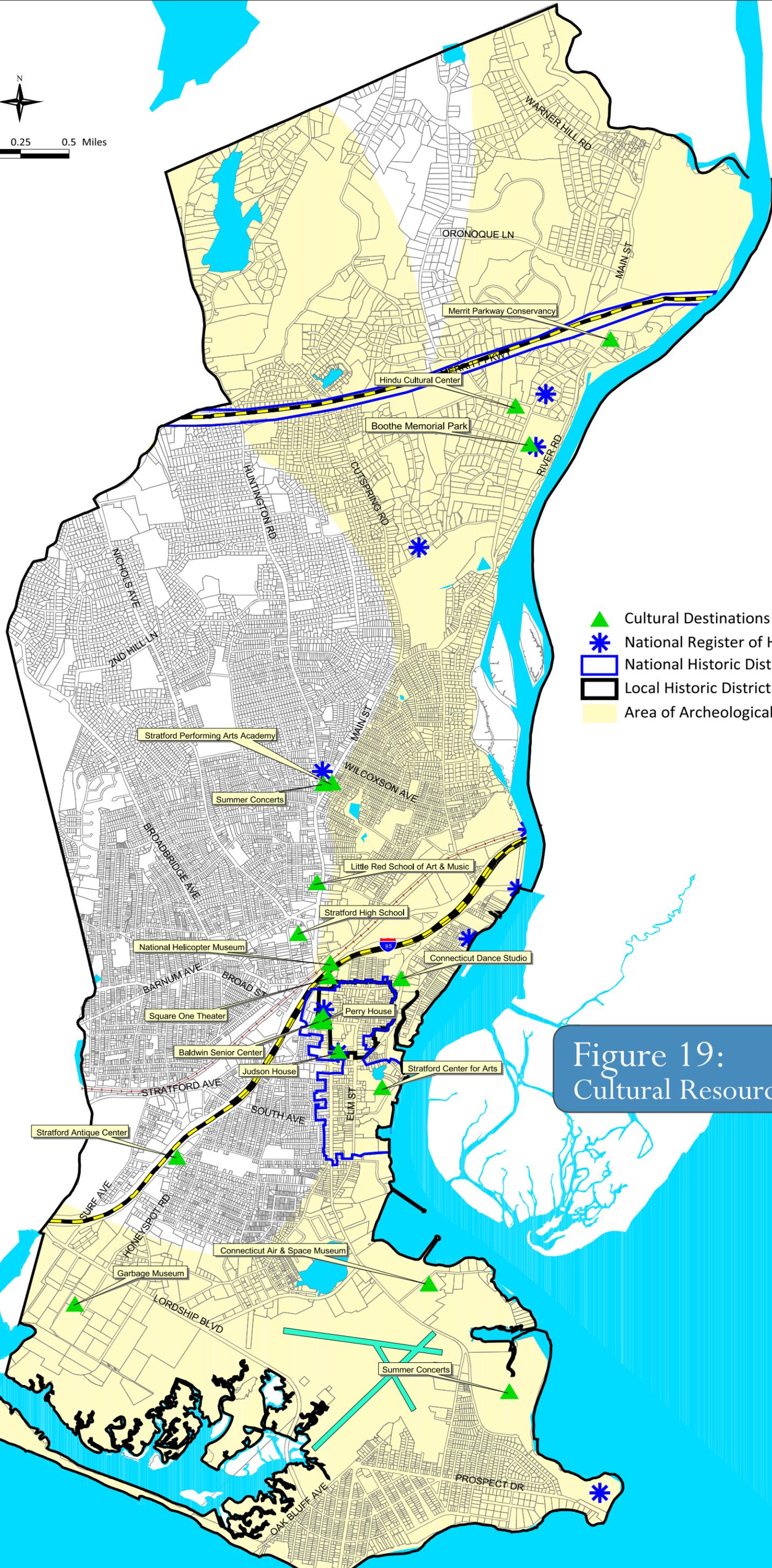
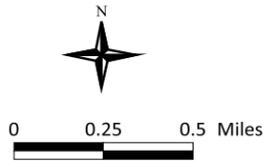
What makes Stratford most unique is that it reflects, somewhere in Town, every era since its beginnings at Mac’s Harbor 374 years ago. Like the succession of a forest, Stratford is a living laboratory of the development of American character and its architecture and culture in a way most other places are not. The evidence of post-World War II expansion is most prevalent in residential and industrial architecture, with neat bungalows and colonials in forested meandering subdivisions and the huge Sikorsky Aircraft Corporation complex. The Town also retains a delightful mix of residential structures in an array of styles such as historic Puritan saltbox, ornate Victorian and Queen Ann, Federal and Greek Revival.

In its commercial realm Stratford boasts three “downtowns” each with a crucial function and worthy of preservation. Two of these downtowns are historic, Stratford Center and Paradise Green, and both are inside the sprawling 220-acre Stratford Center National Register Historic District. The third, in the north end of Town, is entirely automobile oriented. The historic district features a number of individually listed buildings and hundreds of buildings listed as contributing to the historic district. Stratford’s landmarks are summarized in the table below.

Table 40: Historic & Cultural Resources

Name of Resource	Address	Year Listed	Type of Resource	Lister
Nathan B. Booth House	6080 Main St.	1992	Building	National Register of Historic Places
Nathaniel Curtis House	600 Housatonic Ave.	1982	Building	National Register of Historic Places
Capt. David Judson House	967 Academy Hill	1973	Building	National Register of Historic Places
Isaac Lewis House	50 Paradise Green Pl.	1991	Building	National Register of Historic Places
Sterling Homestead	2225 Main St.	1976	Building	National Register of Historic Places
Stratford Point Lighthouse	Stratford Point at mouth of Housatonic River	1995	Structure	National Register of Historic Places
Ephriam Wheeler House	470 Whippoorwill Ln.	1992	Building	National Register of Historic Places
Boothe Homestead	Main Street -- 14 contributing buildings	1985	District	National Register of Historic Places
Stratford Center Historic District	Roughly bounded by E. Broadway, Ferry Blvd., Housatonic River, Connecticut Tnpke, Birdseye and Main streets -- 200+ contributing buildings	1983	District	National Register of Historic Places
Academy Hill (Part of Stratford Center Historic District)	Includes properties along Elm Street, Main Street, East Broadway, Judson Place, White Street, Broad Street and Academy Hill	1987 expanded 1996	District	Connecticut Trust for Historic Preservation, also a locally designated district
John Benjamin House (White House)	Elm Street	2012	Building	Town of Stratford
Housatonic River Railroad Bridge aka Devon Bridge	Stratford-Milford	1987	Structure	National Register of Historic Places
Merritt Parkway	Greenwich at NYS line to Stratford	1991	Road	National Register of Historic Places
Merritt Parkway	Greenwich at NYS line to Stratford	1991	Road	National Scenic Byway Designation

source: Town of Stratford, National Trust for Historic Preservation, Connecticut Trust for Historic Preservation



- Cultural Destinations
- National Register of Historic Places
- National Historic District
- Local Historic District
- Area of Archeological Significance

Figure 19:
Cultural Resources

Warner Hill Rd
Oronoque Ln
Main St
Merrit Parkway Conservancy
Hindu Cultural Center
Boothe Memorial Park
River Rd
Huntington Rd
Cut Spring Rd
Nichols Ave
2nd Hill Ln
Stratford Performing Arts Academy
Summer Concerts
Wilcoxson Ave
Little Red School of Art & Music
Stratford High School
National Helicopter Museum
Connecticut Dance Studio
Square One Theater
Perry House
Baldwin Senior Center
Judson House
Stratford Center for Arts
Stratford Antique Center
Surf Ave
Honey Spot Rd
Connecticut Air & Space Museum
Garbage Museum
Lordship Blvd
Oak Bluff Ave
Prospect Dr



A 1986 Historic Resource Survey cataloged buildings and structures of historic significance. The table below summarizes the survey's non-residential inventory.

Table 41: Non-Residential Historic Resources

Type	Number
Commercial Buildings	9
Schools and other public buildings	8
Factories	9
Churches	3
Bridges and engineering features	3
Social halls	1
Apartment buildings	5
Railroad stations	2

source: 1986 Town-Wide Historic Resource Survey

The survey also catalogs 232 residential structures, as summarized in the table below.

Table 42: Historic Residential Inventory

Descriptive Name	Number	Era
18th Century Vernacular	45	1700s
Federal	12	1800-1830
Greek Revival	15	1830-1860
Victorian Vernacular	43	1870-1910
Italianate and Other Victorian Styles	4	1860-1880
Queen Anne	12	1880-1910
Bungalow	32	1910-1930
Foursquare	15	1905-1930
Colonial Revival	47	1890-1930
Other 20th Century Revival Styles (Tudor, Spanish Colonial, Neo-Classical, Neo-Gothic)	7	1910-
Total	232	

source: 1986 Town-Wide Historic Resource Survey

These styles are briefly summarized below.

Table 43: Architectural Styles Description

Type	Distinctive Features	
18th Century Vernacular	Center entrance clapboard, five-bay facades, ridgeline parallel to street	
Federal	Decorative, fanlights in gables, over doorways; intricate cornices and elaborate moldings	
Greek Revival	Columns, dentils, doorways with sidelights and transoms framed by pilasters and entablatures, gable ends face street	
Victorian Vernacular	Gable to street orientation, clapboard or wood-shingle siding, ornamental porch details such as turned posts, spindles, jigsawed slats and brackets; decorative stained glass elements in windows illuminating stairways	
Italianate and Other Victorian Styles	Round arched windows, flat or shallow-pitched roofs, overhanging eaves, bay windows, elaborate porches	
Queen Anne	Asymmetrical, wraparound porches, decorative detail including columns, spindles, leaded glass, round or square towers	
Bungalow	One-and-one-half story with integral porch; considerable ornamental detail reflecting the arts and crafts movement including exposed rafter, carved rafters, stick-like bracks on roof rakes, textured siding, cobblestone chimneys and foundations	
Foursquare	Almost a catch-all category: two story, square massing, hipped roofs with one or more dormers	
Colonial Revival	Reflect early American architecture, small-pane window sashes are common and they may also include pillars, dentils, fanlights, etc., Dutch Colonial Revival houses have a gambrel roof	
Other 20th Century Revival Styles	Tudor sometimes called Medieval Revival	Half-timbered, gables on fronts and sides, steeply pitched roofs, small-paned windows, heavy chimneys
	Spanish Colonial	Stucco finishes, low pitched tile roofs, decorative iron trim, double-hung windows, canvas awnings
	Neo-Classical	Inspired by the architecture of ancient Greece and Rome, columns, domed roofs, triangular pediments
	Neo-Gothic	Large, ornamental, imposing

source: 1986 Town-Wide Historic Resource Survey, peter j. smith & company, inc.

In addition to its unique churches and cemeteries, Stratford boasts a number of cultural programs and destinations:

- Baldwin Senior Center – Provides opportunity for seniors to socialize, interact and participate in social, physical and recreational activities. Delivery site for an array of senior services and programs. Community meeting hall. Community exhibit space. 1000 West Broad Street.
- Boothe Memorial Park – A house museum and collection of historic structures moved here from around Stratford including the original Merritt Parkway toll booth at Sikorsky Aircraft, miniature lighthouse and windmill, planetarium operated by the astronomical society, landscaping. National register historic district. Main Street in Putney.



- Captain David Judson House and Catharine Bunnell Mitchell Museum – Judson House, a National Register of Historical Places-listed house built in 1750, is home of the Stratford Historical Society. It features artifacts and exhibits. Next door, the Catharine Bunnell Mitchell Museum features exhibits of Stratford history and genealogy library. Open Wednesday and weekend from mid-May to the end of October. 967 Academy Hill Road.
- Connecticut Air and Space Center –Collects and restores rotary and fixed-wing aircraft, engines and other artifacts; celebrates, educates and preserves the legacy of air and space pioneers of the state of Connecticut. 550 Main Street, currently located in the Stratford Army Engine Plant facility.
- Connecticut Dance Studio – Dance instruction for children. 279 Ferry Boulevard.
- Garbage Museum – Operated by the Connecticut Resources Recovery Authority, the museum focused on resource recovery and understanding of the waste stream for children and families. The museum is closed but the exhibits are in place; it will reopen if a major funder steps up. The adjacent Town recycling center is operational. 1410 Honeyspot Road.
- Hindu Cultural Center of Connecticut – Social, cultural and religious events celebrating Hindu festivals and holidays, promotes awareness, offers religious and cultural education programs, community service projects. 96 Chapel Street.
- Little Red School of Art and Music – Arts and music instruction for children. 2965 Main Street.
- Merritt Parkway Conservancy – Works to preserve this historic roadway through education, advocacy and partnership. Museum at 6580 Main Street is open weekdays.
- National Helicopter Museum – Photo essays, photos and models documenting the development of rotary-winged aircraft, special exhibits, bookstore. 2480 Main Street in the eastbound commuter rail station.
- Perry House – 1680 home of one of Stratford’s founders, Benjamin Beach (Perry was a later owner). Hosts programs and events aimed at educating and celebrating Stratford’s unique history. Facility rentals. Visitors center open daily. 1128 West Broad Street.
- Sister Cities Chorus – Multi-generational community chorus. Registration and fee required. Rehearses Monday evenings at Stratford High School.
- Square One Theatre – Professional theater located in the Town’s old movie theater in downtown Stratford. Founded in 1990, its 23rd season include three productions. Readers Theatre Showcase, headquartered at the Stratford Library offers free readings of new, experimental and non-commercial plays, during the summer at the library as well as other libraries and venues. 2422 Main Street.
- Stratford Antique Center – Multi-dealer facility located at 400 Honeyspot Road.
- Stratford Arts Guild – Membership organizations of artists, designers, jewelers, musicians and other to support growth of arts and cultural experiences in Stratford.
- Stratford Center for the Arts @ the American Shakespeare Festival – Group dedicated to the revitalization and restoration of the

Shakespeare Theater on Elm Street.

- Stratford Community Concert Band – Community band established in 1961. It has no fee and no requirements beyond a passable ability and reasonable tendency to show up; plays in the gazebo at holiday time and other selected events. Rehearses Tuesday evenings at Stratford High School.
- Stratford Library Association – Public lending library with programs, services and instruction for children and adults; special events and exhibits. Stratford history & genealogy, city directories, high school yearbooks, Stratford newspapers 1873-present, Stratford newspaper clipping file, local authors collection, Town reports, census microfilm loan program, genealogy databases. 2203 Main Street.
- Stratford Performing Arts Academy – Dance instruction for children and adults. 3550 Main Street.
- Summer Concerts – Held at Paradise Green on Tuesday evenings and weekends at Short Beach all summer. Sponsored by the Stratford Recreation Department.

The cultural destination that is closest to the community’s heart is the now defunct Shakespeare Theatre. The theater seats just over 1,500 in a teak festooned performance space. The theater single-handedly, more than almost anything else – with the possible exception of Sikorsky -- put Stratford on the map. The theater opened in 1955 as the American Shakespeare Festival Theater, later shortened to American Shakespeare Theater.

The actors who performed on the stage here reads like a who’s who of the American stage. In fact, Katharine Hepburn spent several summer theater seasons in a modest little cottage near the site of Stratford’s founding while acting in such plays as “Othello,” “Merchant of Venice,” “Twelfth Night” and “Antony and Cleopatra” in the late 1950s and early 1960s.

Despite the theater’s immense popularity, it had serious financial troubles from time to time. Its final full season was in 1982 and it operated from then until 1989 in fits and starts. It has sat vacant since. Recent efforts to raise money to support the redevelopment of the theater have included visits from stage “alumni” Ed Asner and Christopher Walken with additional visits by others promised in the future.

The Town awaits the final findings of a consulting group’s report on the feasibility of reviving the theater – with options ranging from a nearly \$30 million complete makeover into a year-round operation to more modest \$3.2 million plan that would have the theater operate only in summer. Meanwhile, the neighboring Greek revival mansion known as the White House – which served as home to an acting training program – was added to the Town’s historic district and the building individually landmarked by the Town. This measure would involve the Town Historic District Commission in any effort to market the building in order to save it from demolition.



11.2 2003 and 1993 Plan Summary

As has been noted elsewhere in this POCD, the 2003 POCD took as its main focus an update to the waterfront plan. As part of that planning process, the Planning Commission held a series of public forums, one of which focused on Community Character and the Historic Preservation Plan. Participants in the workshop were asked to identify which areas of Town they felt were most and least attractive, where government regulations are most appropriately applied and their opinions on signage. Coming out of that forum were a series of recommendations. The table below summarizes the recommendations and updates the status of each.

Table 44: 2003 Historic & Cultural Resources Recommendations

2003 Recommendations	Status	Impact	Still Valid?
Subject certain districts in Town to design guidelines	Not completed	No districts were designated; no design standards implemented.	Yes. But not feasible given current staffing levels without outside assistance.
Amend zoning code to incorporate site plan review for all non-residential construction/renovation	Not completed	There are no site plan review regulations	Yes. But not feasible given current staffing levels without outside assistance.
Create an architectural review board to advise planning commission on architectural design matters	Incomplete	An architectural review board was established, but was never populated. However waterfront buildings must be designed by an architect and given stringent design review by the zoning commission.	Yes
Designate two districts under Connecticut CGS8-2j to protect their character -- Academy Hill and Pumpkin Ground	Not completed	This state-level designation gives municipalities tools to protect areas of distinctive character, landscape or historic value as identified in the POCD. There was a lack of interest on the part of the commission to pursue at that time.	Yes, and the Town could also use its own zoning code to provide additional protection to special areas. Not feasible given current staffing levels without outside assistance.
Consider continuous eight-foot landscaped median between parking bays	Not completed	This recommendation was seen as onerous and largely unattainable given the general lack of space in the built-out Town.	No. Town landscaping requirements adopted in 1995 require trees, screens and buffers for new parking lots and lots associated with any renovation project requiring a building permit. This measure has been very effective.
Restrict window signs to less than 50% of window display area	Not completed	Window signage is restricted to less than 50% in several but not all commercial districts.	No
Consider uniform street signs	Not completed	-	Yes
Place wayfinding signs	Completed	The Town installed community directional signage throughout the Town to identify important areas and tourist venues.	No
Improve appearance of traffic and information signage	Not completed	-	Yes
Expand Stratford Center Historic District to encompass Shakespeare Theater	Incomplete	The district was enlarged to include the White House but not the theater.	Yes, potentially, depending on the plan for the theater building.
Consider alternative paving designs and street furniture	Not completed	-	Yes

source: Town of Stratford and peter j. smith & company, inc.

The 1993 POCD also had “preferred” recommendations relative to historic preservation. These include:

- Expand Academy Hill Local Historic District -- this was done in 1996
- Enact a “demolition delay” ordinance -- the local landmark ordinance gives the Historic District Commission 90 days to help prevent demolition of an historic building in the district
- Amend Section 3.19 of the Zoning Ordinance to discourage demolition of existing structures on Main Street between Paradise Green and Stratford Avenue and further to encourage the sensitive rehabilitation and possible expansion of existing residential structures there – this was not done



- Set the tone for historic preservation by seeking input from the Town historian, Stratford Historical Society, state Historical Commission and others on matters relating to development’s impact on existing public buildings and significant streetscapes – this approach was not formally adopted or enacted
- Other options considered by the Planning Commission but not included in the preferred option were:
 - Encourage creation of additional local historic districts per the report of the Historic District Study Committee, which include Mac’s Harbor and South Main Street, as well as Main Street Putney.
 - Recognize the historic district in the Zoning Ordinance to preserve the architectural character of the area “while promoting compatible uses” including perhaps a special village designation – this came up again in the 2003 plan
 - Measures to protect buildings through listing on the national register and/or including them in a local district and enable Special Case uses for preservation and adaptive reuse – there have been no additional buildings listed and the zoning remains silent on historic preservation.
 - Modify subdivision regulations to require a review of subdivisions of greater than five lots reviewed by the state archaeologist and require a professional archaeologist’s report on subdivisions of greater than 10 lots –The subdivision regulations are silent on this issue
 - Place memorials and plaques at key historic locations including the aircraft factory and Bond’s Dock and linking the lighthouse to the shore walk and opening it to the public –this historic light is operational (automated since 1970) and is not open to the public

11.3 Findings

Resting as it does in the crook of the elbow formed by the Housatonic River and Long Island Sound, Stratford occupies a unique spot in the history and settlement of Connecticut. As one of the – if not the – first place in Connecticut to be settled by Europeans its built form dates to the 1640s and as a suburban community in the New York City “commuter shed” it is no less a fascinating case study in suburban expansion. With the Stratford Army Engine Plant and Sikorsky Aircraft Corporation there is a culture here that provides insight into the creative spirit of the explorations of new frontiers and also of our nation’s defense. Stratford’s natural resources are also unparalleled. They include sandy beaches, salt marshes, upland forests and important habitat.

The fate of the cultural institution with which it most identifies – the Shakespeare Festival Theater – is under scrutiny. A resolution to the situation with which this community has struggled for more than 30 years will be a huge relief. The final plan for the theater is due in 2013. Once the community reaches consensus on a desired outcome, future development of the property still requires an enormous commitment of time and money.

The Town has a responsibility on which it must act: the preservation and revitalization of its historic legacy. It has the opportunity to preserve its wonderful legacy, develop its potential as a tourist destination and protect the character of the community. Many of these findings reflect the unfinished business of the previous POCD’s.

Table 45: Historic & Cultural Resources Findings

Finding	How To Incorporate			
	Goal	Policy	Action	Graphic Plan
1 Develop and adopt design guidelines to protect the distinct character of the Town’s historic neighborhoods	X	X	X	X
2 Become a Certified Local Government to access grant funding and technical assistance for historic preservation projects – this will require an active architectural review board			X	
3 Designate districts under Connecticut’s “Village District” legislation to protect historic neighborhoods through zoning regulations – this would help the Town address revitalization of Main Street as expressed in the 1993 POCD	X	X	X	
4 During the redevelopment of the Shakespeare Theater create stronger linkages between the festival park, waterfronts and Boothe Memorial Park, etc.	X	X		X
5 Link the Town’s historic and cultural resources through the trail and greenway system		X		X
6 Link the Town’s historic and cultural resources to those of neighboring Towns for the creation of regional level interpretation of history		X		X
7 Link museums of the industrial era – Air and Space Center, Helicopter Museum, Merritt Parkway Museum -- with other heritage interpretation sites	X			X
8 Work to reopen Garbage Museum	X			
9 Continue the work of listing important building and structures on the National Register of Historic Places. This will require the cooperation of owners; create an education program. 1986 resource survey lists properties that should be listed.	X	X		
10 Interpret the important eras of the Town’s history including its industrial and post war heritage as well as its early settlement	X	X		
11 Commission a master plan for Boothe Memorial Park			X	X
12 Investigate potential designation of State Scenic Byways in Town to bring visitors to enjoy the natural and historic resources of the Town				

source: peter j. smith & company, inc.



A faded background image of a water tower with a person on top, set against a light blue sky. The tower is a lattice structure with a platform at the top where a person is visible. A street lamp is also visible to the right of the tower.

Chapter 12. Public Facilities

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the following:

- the needs of the municipality including, but not limited to...public utilities

Public utilities, such as water, electric, gas, telecommunications, sanitary, storm water and solid waste management, are included in the 'public facilities' category. According to the U.S. Legal.com website, a "public facility can be any facility, including, but not limited to, buildings, property, recreation areas, and roads, which are owned, leased, or otherwise operated, or funded by a governmental body or public entity." However, recreation facilities are not included in this chapter, but in the Open Space and Recreation chapter. The 'wholly' public utilities are sanitary, storm water and solid waste management.

Other utilities provided in the Town are investor owned. Because the Public Utilities Regulatory Authority (PURA) regulates the rates and service of the state's investor owned utilities, they are considered as 'public' facilities and are discussed in this chapter. PURA replaces the former Department of Utility Control (DPUC) and is under Department of Energy and Environmental Protection (DEEP). The utilities regulated include water, natural gas, electricity and telecommunication companies.



Town of Stratford Water Pollution Control Facility



Source: Bing Maps

12.1 Town Owned and Operated Facilities

The Town of Stratford owns and operates the sanitary and storm sewer systems. And, although not a utility, the Town provides residents with solid waste management service. The following is a summary of the status of these systems and service.

12.1.1. Sanitary

The Water Pollution Control facility is located at 105 Beacon Point Road (photo). It has 11.5 million gallons of sewage per day design capacity. Treated water is discharged into the Housatonic River. The sanitary sewer system is separate and distinct from the storm water system. The original waste water treatment plant was built in 1919 and has had many renovations since then with a major upgrade having been recently completed. Most of the Town is serviced by the sewer system; with the largest non served areas in the northern section of the Town. The Water Pollution Control also operates and maintains 13 sewage pumping stations. Information regarding these stations from the Town’s 1993 plan follows:

Table 46: Sewage Pumping Stations

Name	Location	Year Built
Benton Street Pump Station	85 Benton Street	1976
Short Beach Pump Station	194 Short Beach Road	1978
Access Road Pump Station	900 Access Road	1965 (renovated in '00s)
Merritt Parkway Pump Station	96 Ryders Lane	1972
Water Pollution Control Pump Station	105 Beacon Point Road	1972
Oak Bluff Pump Station	95 Oak Bluff Avenue	1978
Ryans Lane Pump Station	800 Main Street	1943 (renovated in '80s)
Rachel Drive Pump Station	40 Rachel Drive	1966 (replaced in '90s)
Pecks Mill Pump Station	5081 Main Street	1972
Frog Pond Pump Station	85 Frog Pond Lane	1947 (replaced in '00s)
Oak Ridge Pump Station	Oak Ridge Road	1983
Hawley Lane Pump Station	878 Hawley Lane	1973 (replaced in '00s)
Broadbridge Avenue Pump Station	3769 Broadbridge Avenue	1959 (renovated in '00s)

source:Town of Stratford

In 2012, Town sewer rates went up 34% to help reduce the \$4.2 million deficit in the Water Pollution Control Authority Fund. The bulk of the deficit is to pay for the completed \$60 million upgrade to the sewer treatment plant. However, the Town’s sewer rates are below the average rates for other Towns and cities in the county.

Waste Water Treatment Plant Capacity for the Future

The design capacity of the WWTP is 11.5 millions of gallons a day (MGD). The current average daily usage is 8 MGD.

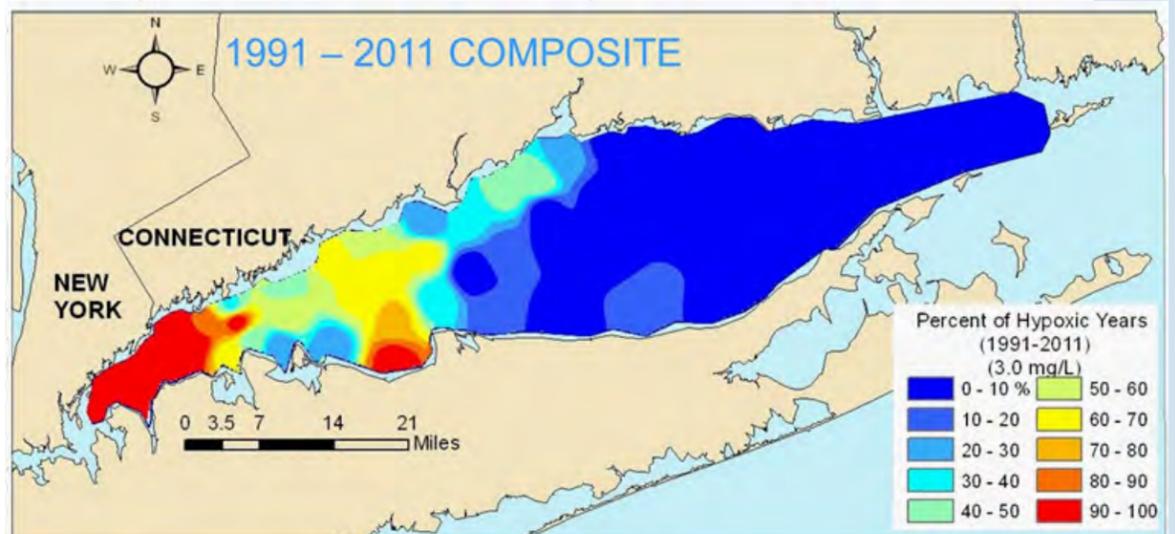
A build out analysis was carried out by summarizing the areas of vacant parcels by their zoning district. For each district, we calculated the number of residential units, and the amount of commercial space, or commercial/industrial space that could be built based on the maximum density or maximum lot coverage of the district. The analysis calculates the maximum density possible with 100% efficiency. This analysis does not include parcels that don’t meet the minimum lot area and would therefore not permit any development. The analysis determined that the maximum potential build out of vacant parcels under the existing zoning regulations would yield:

- 1,050 residential units
- 143,000 commercial square feet
- 3,600,000 commercial/industrial square feet

From these build out figures, the addition load on the wastewater treatment plant can be determined by using the following average usage rates:

- 200 gallons per day (gpd)/residential unit
- 0.1gpd/ square foot/ commercial
- 0.05gpd/ square foot / commercial/industrial

Figure 20: The Frequency of Hypoxia in Long Island Sound Bottom Waters



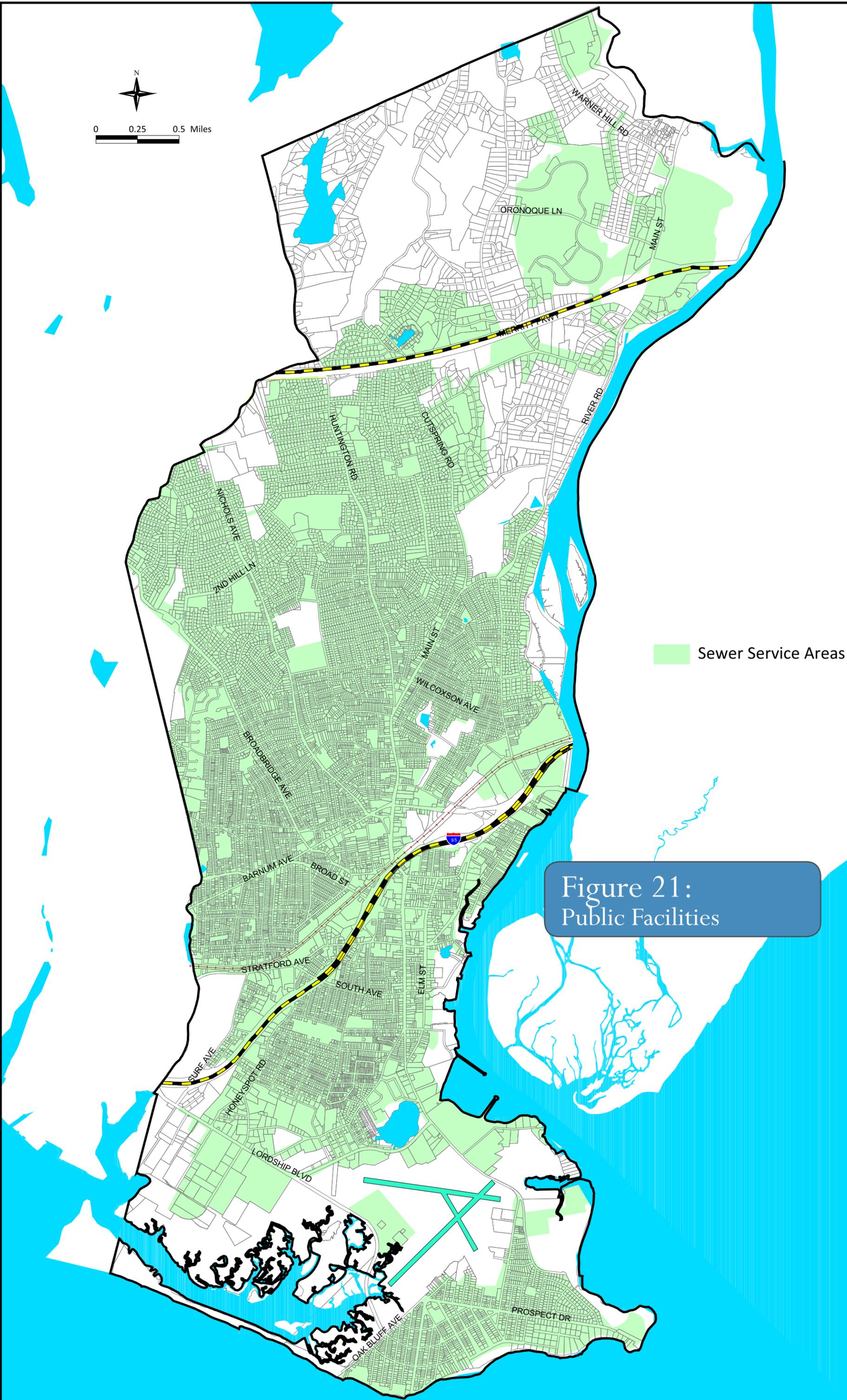
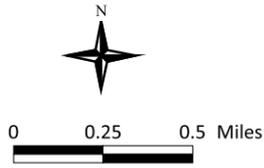


Figure 21:
Public Facilities



Full build out of the existing zoning would create an additional load of roughly 400,000gpd. This load is well within the design capacity of the WWTP.

The build out analysis presented in table 1 on page 23 represents a maximum potential of new residential units and commercial and industrial square footages in a complete redevelopment of the targeted areas with increased densities. The increase load generated by the redevelopment would be an additional 3.8 MGD. The additional load slightly exceeds the design capacity of the WWTP facility. Redevelopment of the targeted areas is anticipated to occur over a longer time frame. As additional upgrades to the WWTP are planned, the need for increased capacity for the revitalizing Stratford will need to be considered for rain events and peak instantaneous flow rates.

The state of Connecticut has assumed the NPDES program from the federal government. The state issues its permits through the Connecticut Department of Environmental Protection. The Municipal Facilities section of the state's Department of Energy & Environmental Protection provides guidance, support, and regulatory efforts related to wastewater at the municipal level. As a designated Municipal Separate Storm Sewer Systems (MS4s) by the U.S. Census Bureau, the Town is required to obtain the Stormwater from Small Municipal Separate Storm Sewer Systems General Permit. This necessitates the municipality take steps to keep the stormwater entering its storm sewer systems clean before entering water bodies, implement public education programs to make residents aware that stormwater pollutants emanate from many of their everyday living activities, and to inform them of steps they can take to reduce pollutants in stormwater runoff. Permits typically are for five year periods.

The State Plan requires the Town, given it borders Long Island Sound, plan to reduce hypoxia, pathogens, toxic contaminants and floatable debris in Long Island Sound. Hypoxia occurs when there is a severe shortage of oxygen in the deep waters of the western part of the Sound during summer months. This hypoxia is attributable to excess nitrogen which fuels the growth of algae that in decomposing draw oxygen from the water, denying it to other aquatic life. While a considerable amount of nitrogen derives from surface runoff and atmospheric deposition, the main contributors are the many sewage treatment plants that pour thousands of pounds of nitrogen into the Sound and its tributaries each day. As a result of construction to their sewage treatment facility in 2009, the Town became a "project facility" in the Connecticut Nitrogen Credit Exchange Program for 2010 and derives revenue by selling nitrogen credits to other municipalities. A project facility is defined as any facility with a fully operational nitrogen removal system on January 1, of the trading year. This facility now removes nitrogen to help the state improve Long Island Sound.

12.1.2. Storm Water

The 2001 plan stated the Town's storm water system include about 118 miles of piping. The Town's web site lists that it has 10 major storm drainage inlets/outlets and three storm water pumping stations it operates and maintains. There are approximately eight tidal gates, to protect outfalls from high tides, which the Town maintains. The 2001 plan listed these storm water pumping stations in the following locations:

- 255 Hamilton Street
- Broad Street

- 81 Platt Street

It also stated the Center monitoring station is located at 2462 Main Street.

Again, as stated previously, the State Plan requires the Town plan to reduce hypoxia, pathogens, toxic contaminants and floatable debris in Long Island Sound. Part of this reduction involves putting best management storm water practices in place. The Town should consider educating its citizens regarding litter and tightening-up its garbage collection system to reduce 'stray' materials. This would help stop floatable debris before it enters the storm water system. Another consideration is to install devices in the storm water system for trapping garbage. These devices can also help to trap some forms of toxic contaminants, but would add an additional management component to the Town's Public Works Department. A further consideration is to educate the public on excessive fertilizer applications detriment to the environment and to incorporate measures to reduce the flow of these fertilizers into Long Island Sound.

12.1.3. Solid Waste Management

The Town's Solid Waste Division of Public Works manages garbage, yard waste and recyclables collection. All are picked-up at curbside; garbage collection on a weekly basis, yard waste collection is seasonal and is made every other week and recyclables collection is made every other week. Residents may also utilize the Transfer Station to get rid of household refuse (up to 250 lbs per month free of charge). The Town contracts with the Connecticut Resources Recovery Authority (CRRA), served by the Southwest Division (formerly the Bridgeport Project). The Town delivers its garbage to the Bridgeport trash to energy station. The Town delivers its recyclables to the CRRA transfer station / transload facility, which is then shipped to CRRA Hartford recycling processing center. By State regulation, leaves are a mandatory recyclable item which means that they cannot be disposed in a landfill or incinerator. They must be recycled, and the most common way to recycle leaves is to turn them into compost. There are two Active Leaf Composting Facilities that are registered with the DEEP located in the Town; one municipally owned and one privately owned facility.

The state's Solid Waste Management Plan affirms that communities should continue to play an active role in the proper and efficient management of solid waste in their communities. One way it suggests to do this is to change purchasing practices to create less waste and purchase environmentally preferable products. It also recommends a reinvigoration of recycling efforts by its communities listing the following actions be taken:

- Expand recycling/source reduction programs and efforts
- Increase enforcement of local recycling ordinances
- Enact or amend ordinances to reflect new State programs

A concern expressed by Town officials includes the closure of the Town of Stratford landfill. The result has been logistical problems for Department of Public Works operations for large-scale disposal of materials generated through Town functions, including asphalt millings, catch basin and road sweeping wastes and wood wastes. The Town's ability to handle such materials, including recycling, reuse and disposal has been identified as needing improvement.

The state plan establishes a target of 58 percent municipal solid waste disposal diversion by FY2024. In part through source reduction, recycling, and composting, this plan attempts to reduce the state's per capita disposal rate from 0.8 tons/person/year in FY2005 to 0.6 tons/person/year in FY2024.



12.2 Investor Owned Facilities

The following is a summary of the status of the water, natural gas, electricity, telecommunications and cable vision services.

12.2.1. Water

The 2003 plan update stated “There are no existing public surface or ground drinking water supplies located within Stratford’s Town boundaries...” The Town’s water service is solely supplied by Aquarion Water Company of Connecticut (formerly Bridgeport Hydraulic Company) headquartered in Bridgeport CT. It is an investor-owned public water utility serving customers in Connecticut, Massachusetts and New Hampshire. They have been in the public water supply business since 1857. Water is provided from its reservoirs and groundwater wells. For the Town of Stratford, water comes from several sources: the main source is the Loiselle Trap Falls water treatment plant located north of the Town, in Shelton, CT.

As a steward of the environment, the water company is (for the third straight year) awarding individuals, non-profit groups, and businesses recognition and monies for volunteer efforts to protect or restore Connecticut’s natural resources. Winners are chosen based on their project’s results in improving or protecting the state’s air, water, soil, or plant and wildlife communities.

12.2.2. Natural Gas

Southern Connecticut Gas Company distributes natural gas to the Town of Stratford and many of the surrounding communities near and on the coast. Its operations center is based in Orange, CT and was the result of the merging of New Haven Gas and Bridgeport Gas companies. Embracing its environmental stewardship, they work with EPA to reduce methane emissions and with the state to promote energy conservation and weatherization among its customer base. As a result of deregulation, Town residents and business may chose to have service from any of about 30 natural gas providers.

12.2.3. Electricity

There are two regulated electric distribution companies in the state: The Connecticut Light and Power Company and The United Illuminating Company. The United Illuminating Company provides service to Stratford.

12.2.4. Telecommunications

The Town is completely served by several wireless providers. However, not all providers have complete coverage over the Town. AT&T only has moderate coverage around Lordship and Paradise Green areas. While Verizon provides 4G service to the whole Town, there are areas along the waterfront where certain conditions could cause a connection to 3G service. There may also be start-up companies that have not yet expanded into the Stratford market. The Town should consider making Town owned land available for telecommunication sites as a means of additional revenue and wider service.

12.2.5. Emergency Management

The Emergency Management Director (EMD) is the liaison (during emergencies) between the Mayor’s Office and the Emergency Services, local business, other cities or towns, and the State Department of Emergency Management and Homeland Security.

12.2.6. Cable Television

The Town has only one cable television service provider: Cablevision of Southern CT.



12.3 Major Programs & Initiatives

Investor owned facilities plan and undertake their improvements with the oversight of PURA and independent from the Town. Expansion of these privately-run utilities is dictated by the growth and development of the Town.

12.4 Plan Summaries

Regarding the sanitary system, the Stratford Visions: 2001 Plan stated “Given that a majority of the Town is sewered, our future needs are not necessarily measured by the areas of the Town that are unsewered. The focus of the future is being directed by requirements for cleaner wastewater treatment and the increasing needs for replacement of facilities as the age of our facilities becomes greater.” The Town has recently made an upgrade to the sewer treatment plant.

Regarding storm water, the 2001 plan alluded to the need for the Town to reduce its flow of storm water pollutants to Long Island Sound.

Table 47: 2003 Public Facilities Recommendations

2003 Recommendation	Status	Impact	Still Valid?
A systematic replacement plan of “old sewers” of the sanitary system	Incomplete	High	Yes
Manage storm water to reduce pollutants flowing into Long Island Sound	Ongoing	High	Yes

source: peter j. smith & company, inc.

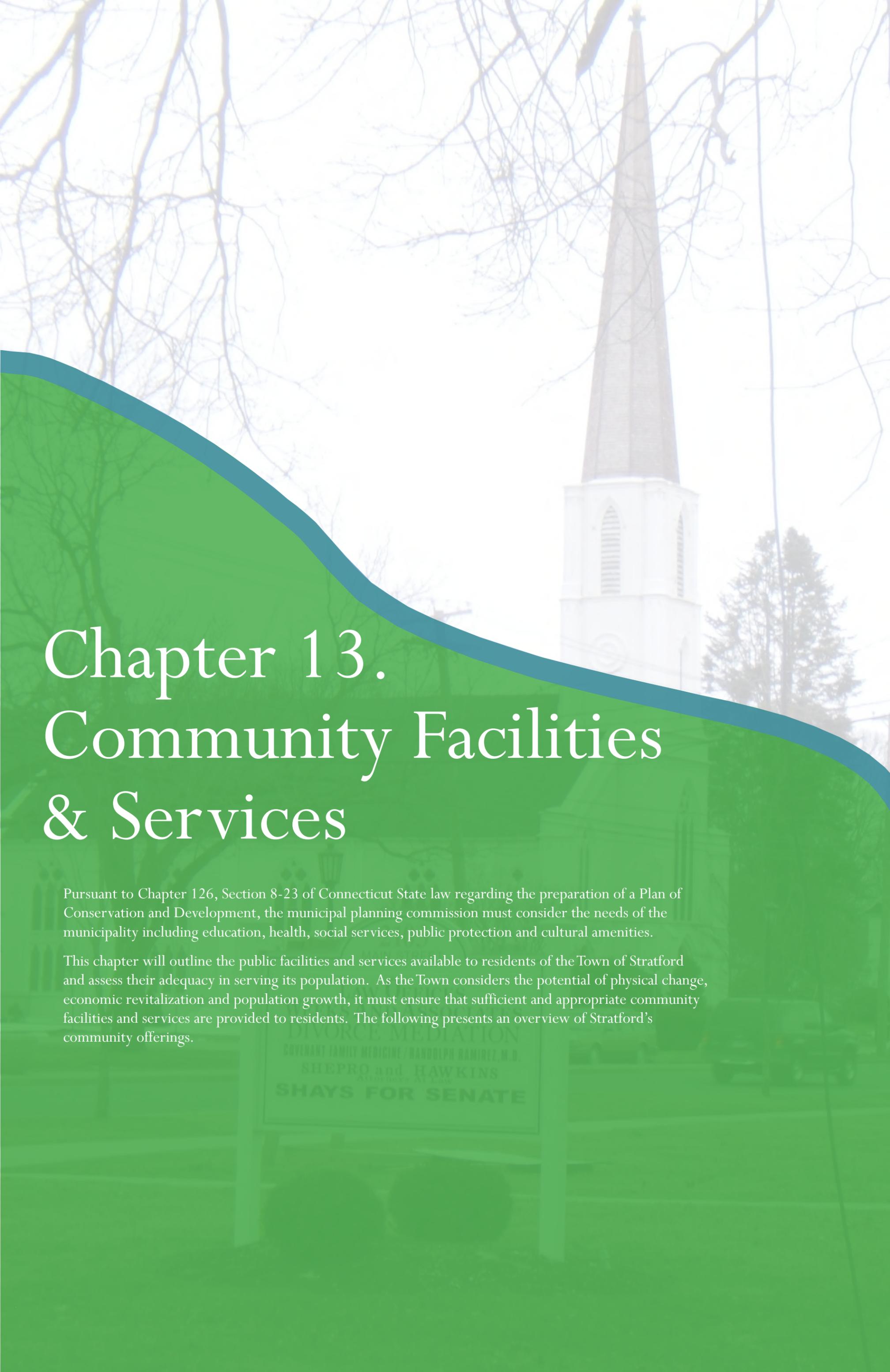
12.5 Findings

Most of the nation’s municipalities are managing infrastructure built more than 60 years ago. An ongoing task for the Town is to replace and update its aging infrastructure so it will better accommodate its changing needs, as well as changes in the climate.

Table 48: Findings Chart

Finding	How To Be Incorporated/Managed in the Plan			
	Goal	Policy	Action Step	Graphic Plan
1 The age of the Town’s infrastructure warrants its methodical review and upgrade or replacement			X	X
2 Continue efforts toward upgrading Town’s infrastructure with regard to potential impacts of climate change (i.e. flooding, drought, etc.)		X	X	
3 There is a need to reduce pollutants in storm water flow to Long Island Sound	X	X	X	
4 There is a continual need to educate residents regarding efficient power usage, waste reduction, efficient use of fertilizers and improved recycling habits			X	
5 The Town struggles to deal with large amounts of Town-generated waste since the closure of the Town’s landfill	X	X	X	

source: peter j. smith & company, inc.



Chapter 13. Community Facilities & Services

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the needs of the municipality including education, health, social services, public protection and cultural amenities.

This chapter will outline the public facilities and services available to residents of the Town of Stratford and assess their adequacy in serving its population. As the Town considers the potential of physical change, economic revitalization and population growth, it must ensure that sufficient and appropriate community facilities and services are provided to residents. The following presents an overview of Stratford's community offerings.



13.1 Overview

As a large Township of nearly 50,000 residents, the Town of Stratford is able to offer its residents a number of publicly-provided community services. The Town's largest public employer is the Stratford School district, which is composed of two high schools, Stratford and Bunnell High Schools, two middle schools, Flood and Wooster Middle Schools, two magnet schools and seven elementary schools. There is also a town police department headquartered on Longbrook Avenue as well as a fully staffed career fire department. The Stratford Fire Department has four stations strategically located throughout the town. The town is not currently home to any hospitals; residents travel to neighboring Bridgeport for emergency medical services at Bridgeport Hospital and St. Vincent's Medical Center. However, a walk-in facility is currently planned to be developed in the town by St. Vincent's to offer more localized medical services to the Stratford population.

13.2 Municipal Health & Stability

A review of the Town's fiscal operating budgets from 2009 through 2013 show a government that is working to proactively manage and improve Town operations in the midst of stagnant state and national economies. The budget looks towards the future in both its capital expenditures, expectations for growth and efforts to attain cost savings for tax payers. Of growing concern is the increasing impacts of the struggling state-wide and national economies as they are impacting local financial aid and investment revenues. As a result an increased burden is placed directly upon Town taxpayers to maintain necessary revenues.

The total Town budget for fiscal year 2012-2013 was approved at \$190,861,641. This budget represents an increase of 8.6% since 2009 as the Town spent approximately \$175 million. Expenditures are projected to be up across the board, including for municipal services (up 6.8%), debt (up 17.5%), education (up 7.6%) and pension benefits (up 18%). However, revenues have not similarly increased. Since 2009, state aid has slightly reduced by more than 250,000. Perhaps most significant, due to the poor national economy and struggling stock market, income from investments has dropped by more than 95% and \$1.8 million from 2009 to 2013.

To close budget shortfalls, the Town has had to modestly increase fees, departmental revenues and the tax rate from 34.15 to 34.48. This results in an average increase of approximately \$57 on local tax bills.

Stratford's budget is nearly evenly split between municipal expenditures (50.8%) and education (49.2%). Of the municipal expenditures, the largest portions are allocated to employee salaries and benefits (18.4%), debt/capital (7.1%), Public Works (6.6%), Fire (6.1%) and Police (5.2%).

Moving into the future, the budget stresses the need to focus upon additional economic development that will result in new commercial and industrial growth for the Town. Bringing such properties as the Army Engine plant as well as brownfields in the Town onto the tax rolls will shift some of the tax burden off of Stratford residents and allow for improved delivery of services. Creating new development opportunities will strengthen the Town's financial standing and the economic strain on individual property owners.

Table 49: Community Services Overview

Major Community Services	Facilities	Scale (sqft)
Municipal	Stratford Town Hall	12,570
	Frank S. Bunnell High School	200,000
Stratford School District	Stratford High School	125,165
	2 Middle Schools	-
	7 Elementary Schools	-
	2 Intradistrict Magnet Schools	-
IAFF Local 998 Fire Department	Company 1 (Main St.)	6,580
	Company 2 (Huntington)	2,535
	Company 3 (Lordship)	2,088
	Company 4 (Oronoque)	6,740
Stratford Police Department	1 District headquarters	18,490
Nearby Hospitals	Bridgeport Hospital	-
	St. Vincent's Medical Center	-

source: Town of Stratford & peter j. smith & company, inc.

13.3 Police Department

The Town of Stratford Police Department officially began in 1917 from the local constabulary. At that time, the department had 10 officers and one patrol vehicle. By 1959 the department had more than 60 officers and was located on Main Street, downtown.

Today the Police Department is located at 900 Longbrook Avenue, one block north of Town Hall. This facility, at more than 18,000 square feet, has hosted the department since 1970. The department consists of 112 officers, inclusive of 1 Chief, 1 Deputy Chief, 4 lieutenants, 9 sergeants, 11 corporals, 15 detectives, 71 patrol officers and 4 clerical staff.

Within the department, there are several specialized units serving the Town. These include the Detective Bureau, Traffic, Patrol, a K-9 Unit, a Marine Unit, Training, Records and Animal Control. Due to its coastal location, the Marine Unit protects the Town's 13-mile coast line and five islands as well as the marshes of the Stewart B. McKinny National Wildlife Refuge.

The Stratford Police Department compares well with law enforcement agencies across the United States. According to data for 2003 (the last published report) from the U.S. Department of Justice, of municipalities with populations between 50,000 and 99,999, 1.8 police officers are employed for every 1,000 residents. In Stratford 2.2 officers are employed for every 1,000 Town residents. This level of extra protection can be justified due to Stratford's special geographic and transportation needs as a coastal Town that is also home to an airport.

Table 50: Stratford Police Department Staff

Rank	#
Chief	1
Deputy Chief	1
Captains	4
Lieutenants	9
Sergeants	11
Corporals	2
Detectives	15
Patrol Officers	71
Clerical Staff	4

source: Stratford Police Department

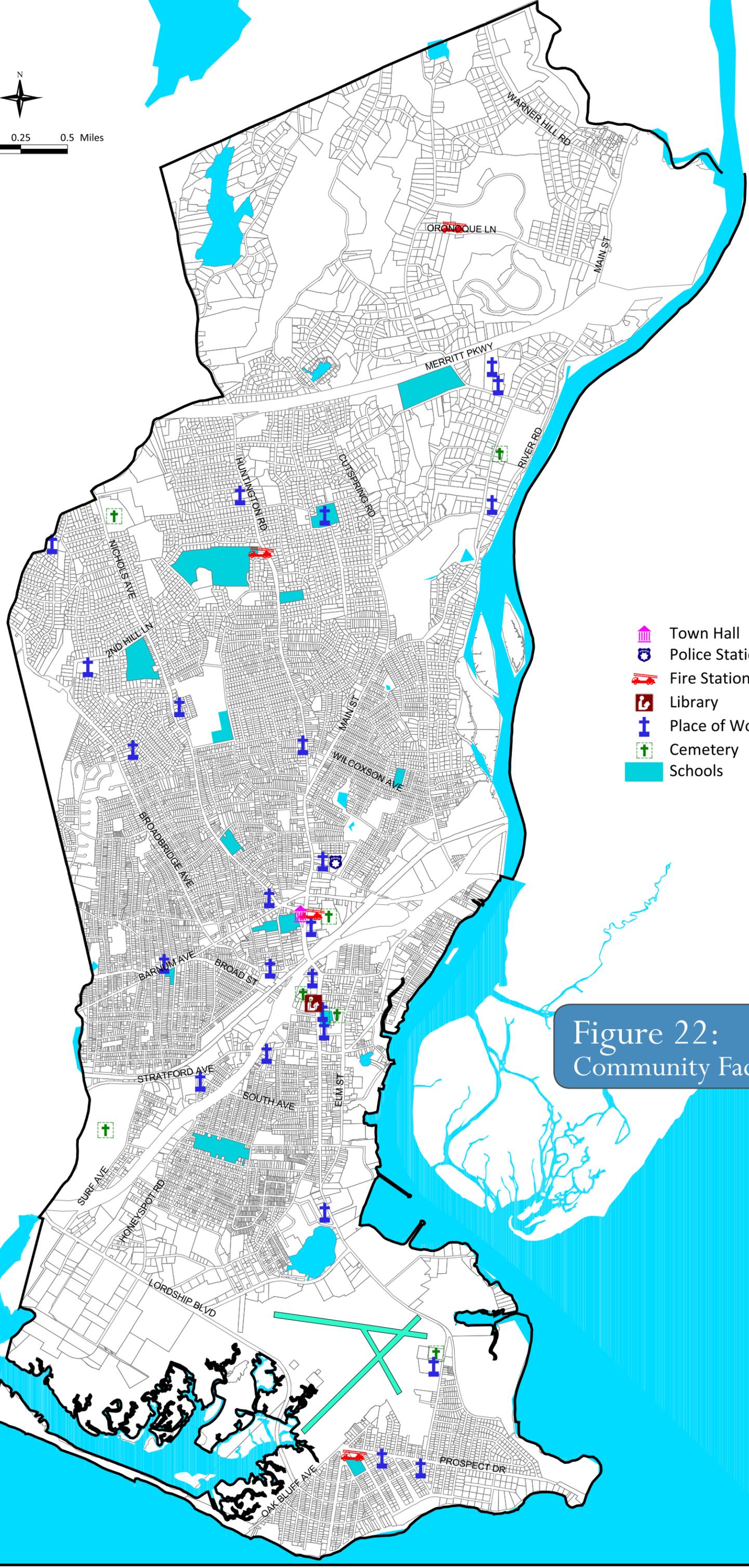
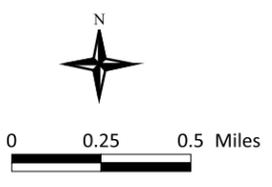


Figure 22:
Community Facilities



13.4 Fire Department

Fire protection in the Town of Stratford is provided by 95 career firefighters. The history of the Stratford Fire Department spans 138 years, with the first volunteer fire protection company organized in 1875 as the “Mutual Hook and Ladder Company” located on Main Street in the downtown district. Also in that period, there emerged a second fire company; the “Chemical Hose Company”. In 1909 the existing two companies merged to form the Stratford Fire Department. By 1930, the Town had three fire stations, four fire apparatus and 23 career firefighters.

Currently four fire stations are strategically located throughout the town with 22 firefighters on duty 24x7. The fire stations are located at 200 Oronoque Lane in the north district, 1415 Huntington Road in the north-west district, 2750 Main Street in the downtown central district and 20 Prospect Drive in the southern Lordship district. The fire marshal / life safety division, fire department administrative offices, 911 center and Emergency Management Operations Center are all co-located at Fire Headquarters, 2750 Main Street in the downtown district fire station.

Equipment

Stratford has diverse fire and rescue services needs because of its proximity to the Long Island Sound, the Housatonic River along with the hundreds of acres of tidal marshes. The town demographic is also equally diverse with both light industrial, heavy industrial, research and high tech assembly business operations being conducted.

The Stratford Fire Department operates 5 Engine Companies out of the four fire stations with the headquarters station being home to two engine companies; Engine 1 and Tac 5. Tac 5 is an engine- rescue and carries a host of specialized confined space and collapse rescue tools and rigging. Also fire headquarters houses one of the two ladder apparatus available for response.

Haz Mat 4 also stationed at fire headquarters is an asset of the Fairfield County Hazardous Materials Response Team which is a 14 town regional response organization specializing in emergency response and mitigation of hazardous materials spills and releases throughout lower Fairfield County. Specially trained Stratford Firefighters are members of this highly respected regional response organization and respond with Haz Mat 4 to local and regional hazardous materials incidents.

Marine Rescue 1 is a 24 ft. aluminum hulled twin engine rescue watercraft that is docked year round at Brewer’s Marina located on the Housatonic River a short distance from fire headquarters. The personnel from Engine 1 stationed at fire headquarters are specially trained to operate Marine Rescue 1 in the harsh and varied environments normally encountered in Long Island Sound and provide first responder rescue response to the coastal and river waters in and around the Town of Stratford.

Table 51: Stratford Fire Department Equipment

Equipment	Description	Location
Engine 1	2009 Smeal Pumper 1500 GPM 750gal tank	Main Street FDHQ
Engine 2	2013 Sutphen Qunit Pumper/75 ft ladder 1500 GPM 500 gal tank	Huntington Road
Engine 3	2014 HME Pumper 1500 GPM 750 gal tank	Prospect Drive
Engine 4	2009 Pumper 1500 GPM 1000 gal tank	Oronoque Lane
TAC 5	2010 Marion Pumper Rescue 1500 GPM 750 gal tank	Main Street FDHQ
Engine 6 (Reserve)	1997 HME SmealPumper/Hose wagon 1500 GPM 750 gal tank	Oronoque Lane
Engine 7 (Reserve)	2002 Pierce Pumper 1500 GPM 750 gal tank	Huntington Road
Engine 8 (Reserve)	2001 Pierce Pumper 1250 GPM 750 gal tank	Prospect Drive
Ladder 1	2002 Pierce 100 ft. Ladder 1500 GPM 300 gal tank	Main Street

source: Town of Stratford

13.5 Stratford Schools

The Town of Stratford is home to a large public school system that includes 11 elementary, middle and high schools as well as two magnet schools, Stratford Academy. The district hosts more than 7,000 students and employs more than 900 full-time equivalent employees. This system is among the largest in the region. The following chart is an inventory of each of the school buildings with enrollment and teacher employment.

Table 52: Stratford School District Facilities (October 2013)

School	Grades	Enrollment	Teachers (FTE)*
Bunnell High School	9 - 12.	1,130	74.8
Stratford High School	9 - 12.	1,024	67.0
Flood Middle School	7 - 8.	577	38.0
Wooster Middle School	7 - 8.	525	37.5
Chapel Elementary School	K - 6	562	35.0
Eli Whitney Elementary School	K - 6	517	31.0
Franklin Elementary School	PK - 6	313	20.0
Lordship Elementary School	K - 6	236	18.0
Nichols Elementary School	K - 6	431	26.0
Stratford Academy: Honeyspot House	K - 2	224	14.0
Stratford Academy: Johnson House	PK, 3 - 6	472	24.0
Second Hill Lane Elementary School	PK - 6	698	42.8
Wilcoxson Elementary School	K - 6	378	24
Evening High School	9-12	43	
ALPHA	9-12	46	4.0

*These figures do not include Special Education teachers.

source: Stratford Board of Education & peter j. smith & company, inc.

Performance of the Stratford School District has mixed results and varies between the 13 schools in the district. The district compares both positive and negative to statewide results.

Table 53: Stratford School District Performance (2010)

Variable	District	State
Graduation Rate	88.90%	81.80%
SAT Score: Math	476	510
SAT Score: Reading	472	505
SAT Score: Writing	484	510
Higher Education	91.10%	84.80%
Class Size: Kindergarten	19.9	18.4
Class Size: Grade 5	22.3	21.2
Class Size: High School	22.1	19.3

source: Stratford Board of Education & peter j. smith & company, inc.

Graduation rates in Stratford are just below 90%, a figure that is 8.7% above the graduation rates across the State of Connecticut (81.8%). Similarly, Stratford excels in the number of students that continue their education into college. More than 91% of Stratford students enroll in higher education, compared to less than 85% of students statewide. However, in terms of standardized scoring, Stratford actually lags behind State averages. Evaluating SAT results, Connecticut students score, on average, 1525, while the average score for attendees of the Stratford School District is 1432.

Examining class size, it would appear that the Stratford District places its students in slightly larger classroom environments than can be found throughout the State. The average kindergarten class in Stratford is just below 20 students, while it averages 18.4 students in Connecticut. In grade five Stratford places 22.3 students in a class compared to 21.2 students statewide. A similar comparison is made in high school classes. It must be noted, however, that Stratford is a relatively large district and the statewide numbers may be skewed low due to many of the far smaller, rural districts.



Table 54: Stratford School District Expenditures Per Student (2009)

Item	District	State
Instructional Staff and Services	\$7,503	\$8,237
Instructional Supplies and Equipment	\$192	\$300
Improvement of Instruction and Educational Media Services	\$435	\$463
Student Support Services	\$1,202	\$872
Administration and Support Services	\$1,100	\$1,459
Plant Operation and Maintenance	\$1,190	\$1,410
Transportation	\$552	\$692
Other	\$210	\$159
Total	\$12,889	\$13,780

source: Stratford Board of Education & peter j. smith & company, inc.

The Stratford School District is more efficient than other districts throughout the state in terms of its financial expenditures. Comparing on a per student basis, Stratford spends 6.9% less on education (\$12,889 per student) than the average across the state. In every major educational spending category, the Town spends less than districts across the state, except on student support services. Stratford spends \$330 more, per student, to provide specialized programs and services for students who need them. This figure may be the result of the Town's diverse population which is likely to result in learning abilities and needs that are also more diverse and specialized than other districts.

13.5.1. Stratford Academy Magnet Schools

Among the unique offerings of the Stratford School District are a pair of community magnet schools at the Stratford Academy campus: Honeyspot House and Johnson House. The schools are open to all elementary students in Stratford and offer "magnet" programs to offer targeted educational enrichment to students. Elements such as controlled class sizes and uniform requirements offer a more predictable learning environment that some families may prefer to the traditional public school setting. Honeyspot House offers kindergarten, first and second grades while Johnson House provides the next step, serving third, fourth fifth and sixth grades, in addition to preschool programming. Together these facilities provide students with enhanced opportunities to create a well rounded experience. These include an Advanced Learning Program, initiatives to develop social skills, a focus on the creative visual and performance arts and an intense literacy program to grow students' reading and writing.

13.5.2. Educational Attainment

Table 55: Educational Attainment (2011)

Educational Attainment	Stratford	Connecticut	Fairfield County	Bridgeport	Trumbull
Less than 9th grade	4.2%	4.6%	5.6%	13.7%	3.3%
9th to 12th grade, no diploma	5.6%	6.7%	6.0%	13.8%	4.2%
High school diploma (or GED)	32.8%	28.0%	23.1%	32.4%	22.9%
Some college, no degree	21.1%	17.7%	15.5%	19.0%	14.0%
Associate's degree	7.8%	7.3%	5.8%	6.1%	6.5%
Bachelor's degree	17.0%	20.2%	25.0%	9.4%	27.5%
Grad. or professional degree	11.6%	15.6%	18.9%	5.6%	21.7%

source: U.S. Census Bureau & peter j. smith & company, inc.

Education levels in Stratford lag behind many of its neighboring communities. More than 40% of the population have not attained an education level beyond high school and just more than 36% have any college or professional degree. In Trumbull, for example, nearly

56% of residents have a college degree, including more than one fifth of the population that has a graduate or professional degree, beyond a bachelor's degree. Statewide, more than 45% have a college degree and in Fairfield county that rate is nearly 50%. These figures may indicate that strengthening the physical and financial access to higher education may be a way to improve the economic standing of the Town.

13.6 Community Centers

13.6.1. Stratford Library

Following the 1885 organization of the Stratford Library Association, the Town's first public library was completed in 1896, a quaint Romanesque stone structure located in the center of Town. This historic structure has endured for more than a century and through several additions and renovations as an iconic landmark in the Town of Stratford.

Today the library is a 14,000 square foot facility located at 2203 Main Street. The facility serves as a resource for the entire Town, offering an array of programs for children and adults. The library plays host to such initiatives as the CT WORKS Career Coach program, the Friday Night Movies viewing series as well as various workshops. It also hosts art exhibits and provides community space for events. For children, the library offers story-time programs for young ages, writing workshops, computer classes, book discussion clubs and craft activities such as knitting. Adapting to changing customer needs and new technology, the library now offers several online resources, including e-books.

13.6.2. Sterling House Community Center

Sterling House is a multi-service community center located at 2238 Main Street in the heart of Stratford. Since its opening, Sterling House has been available for residents of all ages from the toddler to the senior adult, and provides affordable social, educational and recreational activities which assist them in their positive and healthy development. Programs services offered at the center include: Child Development Center, Positive Youth Development Services, Adult Programs and Community Services. Thirteen thousand individuals utilize the numerous programs, services and functions of the Sterling House annually,

13.6.3. Albert C. Cioffari South End Community Center

The South End Community Center is located at 19 Bates Street. This facility hosts a number of special programs and classes for kids and adults. The center hosts dance classes, tutoring services, kids campus, health screenings, income tax assistance and three classrooms of the Head Start Program. The facility also operates a food pantry.

13.6.4. Birdseye Community Center

The Stratford Health Department and Community Services are housed in the Birdseye Municipal Complex located at 468 Birdseye Street. The Health Department provides public health services including restaurant inspections, childhood immunization and chronic disease monitoring; Community Services offers youth and family services and programs. Also located within the Birdseye Municipal Complex are the Probate Court and the Stratford Public Schools alternative high school program. The Recreation Department sponsors myriad programs utilizing the gymnasium, outdoor basketball courts, athletic fields and baseball diamonds.

13.6.5. The Baldwin Center

The Baldwin Center, located at 1000 West Broad Street in Stratford is the Town's senior center, offering community facilities, programs and services, primarily geared towards senior citizens. The center provides a home for the Town's social services program and is open to the public from 8:30 a.m. to 4:00 p.m. The center's mission is to enhance the quality of life within



the senior community by providing services with professionalism and a commitment to excellence.

13.7 2003 Plan Summary

Recommendations in the 2003 Plan of Conservation and Development concerning this chapter are a policy-level approach to maintaining and enhancing the Town's facilities and services. It does not make specific action step recommendations for new or expanded facilities. As a result, many of the policy recommendations' impacts are difficult to measure, however they generally remain valid today.

Table 56: 2003 Community Facilities & Services Recommendations

2003 Recommendation	Status	Impact	Still Valid?
To provide high quality public services and facilities to residents and businesses of Stratford	Ongoing	High	Yes
Provide a wide range of educational and recreational facilities	Ongoing	High	Yes
Capital improvements should be planned based upon a priority system	Ongoing	High	Yes
Encourage land use patterns which will be suitably served by Town services and facilities, including public safety/emergency response, schools, park and recreation facilities and public utilities/infrastructure	Ongoing	High	Yes
Discourage new land uses in locations not adequately served by Town services and facilities	Ongoing	High	Yes
Consider acquisition of new land and construction of new buildings very carefully to prevent duplication of property ownership and to maximize cost effectiveness of future public investments	Ongoing	High	Yes
Encourage aggressive maintenance of Town facilities and lands to minimize future costs	Ongoing	High	Yes
Promote strong architectural and engineering design considerations by the Town	Ongoing	High	Yes
Promote preservation of older Town buildings	Ongoing	High	Yes
Promote shared use of public space/facilities	Ongoing	Moderate	Yes
Discourage the duplication of services and facilities	Ongoing	High	Yes
Town facilities should serve as an example of good design for private development	Ongoing	High	Yes

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.

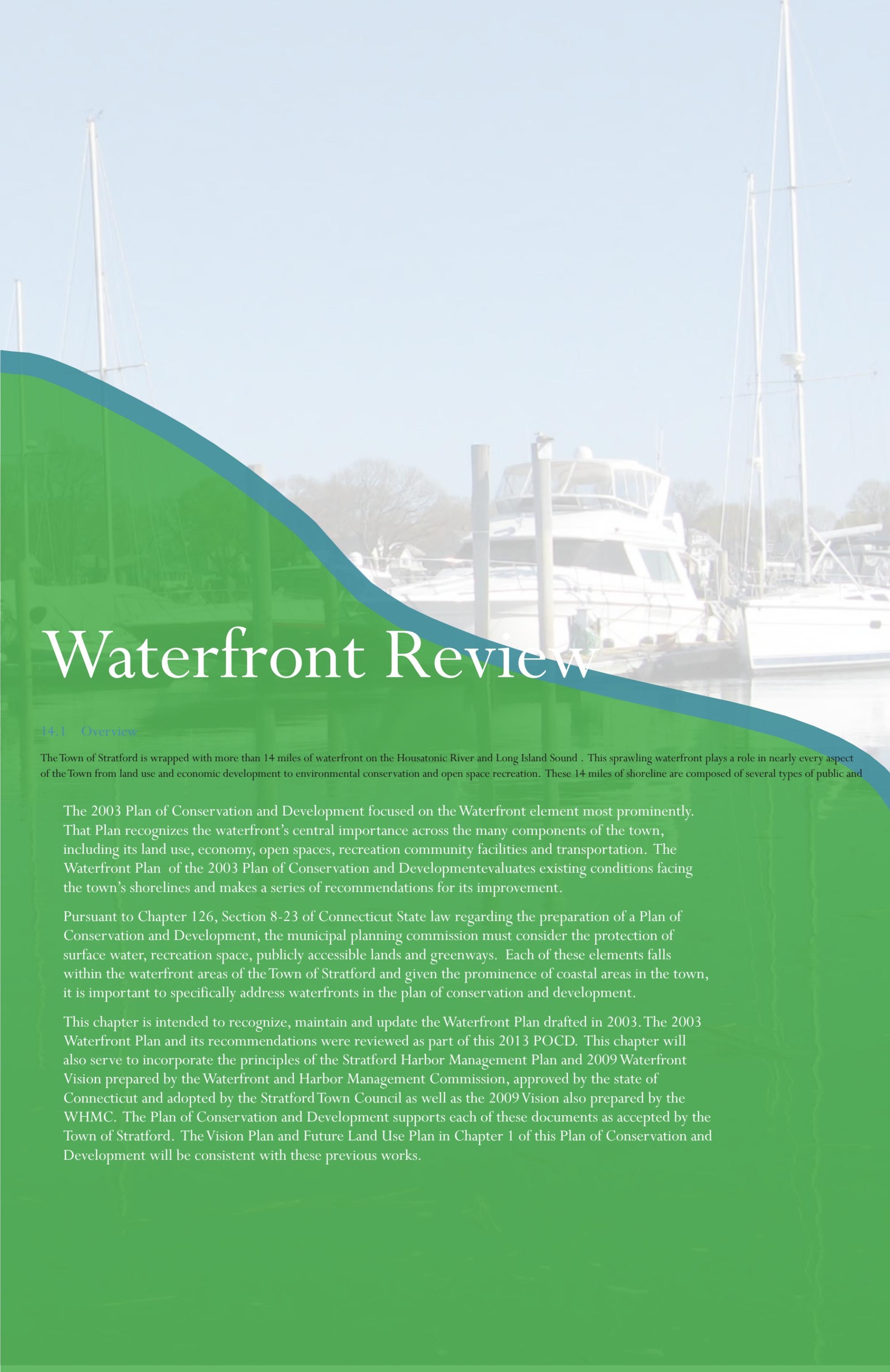
13.8 Findings

The Town of Stratford should consider its municipal health and ability to provide high quality services and public facilities to residents and businesses as it defines its future growth. A diversified local tax base and growing non-residential land uses will allow for improved public education and services for residents. The following are significant findings regarding the community facilities and services of the Town of Stratford.

Table 57: Community Facilities & Services Findings

Finding	How To Incorporate			
	Goals	Policy	Action Step	Graphic Plan
1 The Town's fiscal health has been significantly impacted by the struggling national economy	X	X		
2 The burden of paying for the operating expenses of the Town and school district is increasingly falling upon residents; the Town must work to diversify its tax base	X	X		X
3 The Town's large school system has mixed success, likely attributable to the economic and social diversity found in Stratford	X	X		
4 The Town's magnet schools offer unique public education learning opportunities for elementary students		X		
5 The Town's coastal location places additional burden on the Town's emergency services, requiring both land and water units		X		X
6 The Town has an array of community facilities serving many different ages and in different areas of the Town	X	X	X	X

source: peter j. smith & company, inc.



Waterfront Review

14.1 Overview

The Town of Stratford is wrapped with more than 14 miles of waterfront on the Housatonic River and Long Island Sound . This sprawling waterfront plays a role in nearly every aspect of the Town from land use and economic development to environmental conservation and open space recreation. These 14 miles of shoreline are composed of several types of public and

The 2003 Plan of Conservation and Development focused on the Waterfront element most prominently. That Plan recognizes the waterfront's central importance across the many components of the town, including its land use, economy, open spaces, recreation community facilities and transportation. The Waterfront Plan of the 2003 Plan of Conservation and Development evaluates existing conditions facing the town's shorelines and makes a series of recommendations for its improvement.

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission must consider the protection of surface water, recreation space, publicly accessible lands and greenways. Each of these elements falls within the waterfront areas of the Town of Stratford and given the prominence of coastal areas in the town, it is important to specifically address waterfronts in the plan of conservation and development.

This chapter is intended to recognize, maintain and update the Waterfront Plan drafted in 2003. The 2003 Waterfront Plan and its recommendations were reviewed as part of this 2013 POCD. This chapter will also serve to incorporate the principles of the Stratford Harbor Management Plan and 2009 Waterfront Vision prepared by the Waterfront and Harbor Management Commission, approved by the state of Connecticut and adopted by the Stratford Town Council as well as the 2009 Vision also prepared by the WHMC. The Plan of Conservation and Development supports each of these documents as accepted by the Town of Stratford. The Vision Plan and Future Land Use Plan in Chapter 1 of this Plan of Conservation and Development will be consistent with these previous works.



private land uses. Long Beach is the Town owned barrier beach from Oak Bluff Ave to the Bridgeport property known as Pleasure Beach. To the South is Long Island Sound; to the north is Lewis Gut and the great meadows. East of Oak Bluff Ave is the area of the Town of Stratford known as the neighborhood of Lordship.

The following are the major waterfront areas in Stratford:

Great Meadows Marsh

A part of the Stewart B. McKinney National Wildlife Refuge, the marsh is a 699-acre preserve. Home to more than 250 bird species, the refuge has recently been proposed as an important birding area.

Long Beach

A natural barrier beach along the southern edge of the Town. Long Beach was formerly the site of a community of 45 seasonal cottages owned by the Town of Stratford. In the 1990s, the Town chose not to renew the leases of Long Beach residents and the cottages were removed. Long Beach is in a transition to a naturalized area incorporating public access. There has been consideration to sell the property to the US Fish and Wildlife Service. At the eastern portion of Long Beach in Lordship is a high density residential area consisting of a series of cottages, houses and condominiums. Many of these homes are constructed in the most vulnerable parts of the flood plain, have been elevated on pilings and have been the subject of significant damage from storm events in recent years

Seawall & Russian Beach

Located to the east of Long Beach, the Point-no-Point Seawall Park is the only seawall in the Town and the location of a small commercial node that includes restaurant and accommodations uses. Extending from the seawall is Russian Beach, a natural sand beach, unique because it migrates towards Long Island Sound rather than away. These are for the exclusive use of Lordship residents.

Stratford Point

A conservation area on the southeastern tip of the Town where the Housatonic River meets the Long Island Sound. The site is owned by the Dupont "Sporting Goods Co." and is home to the Connecticut Audubon Society, which has been granted use of a portion of the property for its science and conservation offices which are located on this site. The site was the former home of the Remington Arms Gun Club which operated a trap and skeet range. A result of this activity

is an accumulation of lead shot which contaminated the ground and required remediation for new use. Stratford Point is also the site of the Stratford Point lighthouse, an 1881 structure, accompanied by a home of the same age.

Short Beach

Short Beach Park is the Town's most significant and largest recreational waterfront space. Short Beach Park is characterized by a public sand beach, par 3 golf course, picnic areas, sporting fields and courts, as well as several other built recreational amenities.

Industry

North of Short Beach Park, extending to the Birdseye Pier launching facility, the Housatonic is lined with industrial and formerly industrial lands, including the Stratford Army Engine Plant, the former industrial landfill and the municipal sewage treatment plant. Since the 2003 plan, the former "Hunter Haven Parcel" has been redeveloped as the first phase of the Stratford Greenway project, a multi-use path extending from Main Street to Beacon Point Road.

Housatonic Commercial

From Birdseye Pier to Interstate 95, waterfront property is predominantly developed with commercial and multi-family residential uses, many containing private docking facilities. These developments offer limited public access to the water. The American Shakespeare Festival Theatre is located in this area, a parcel with public green space, presently in transition, awaiting the future direction of the property's theater. Also located here is Bond's Dock, one of Stratford's most historic waterfront entities

Housatonic Residential

North of I-95, the Housatonic riverfront is predominantly private, single-family residential. Though some residents have docking facilities built into the river, shoreline treatments remain largely naturalized.





14.2 General Review of 2003 Waterfront Chapter

The 2003 Waterfront Plan was developed through a public process that included two public meetings and community evaluation of a variety of issues facing all aspects of Stratford's coastal areas. The process resulted in the drafting of seven waterfront-specific goals to guide its maintenance, preservation and development ongoing into the future. They are as follows:

Table 58: 2003 Plan of Conservation & Development Waterfront Goals

Goal	Detail Description	Status	Ongoing Relevance
Establish Maintenance Plan for Town-Owned Properties	Public facilities require on-going maintenance to keep areas clean, attractive, safe working properly and inviting. The Town should develop a maintenance plan for its current facilities, such as Short Beach as well as investment in possible new Town facilities, such as the Shakespeare Theater and Greenway.	A Harbor Management Plan has been developed for Stratford's waterfront areas. This plan will be incorporated by references in this Plan of Conservation & Development	Yes
Allow Continued Economic Development Along the Waterfront	The Town has undeveloped waterfront parcels that could be developed to provide additional jobs, waterfront access, recreational opportunities and other benefits to Stratford residents.	The Town has experienced limited new private development along waterfront lands since 2003, the most significant new growth being major industrial warehouse facilities adjacent to the Great Meadows Marsh.	Yes
Maximize Public Access	The Town's waterfront recreation areas, such as Bond's Dock, Short and Long Beach and Birdseye Boat Ramp, are widely used and enjoyed by Town residents. Additional access to shoreline would be welcome.	The Town has enhanced and increased waterfront public access with the development of the greenway and removal of cottage properties on Long Beach. There exist opportunities for continued improvements.	Yes
Construct a Greenway Along the Waterfront	A greenway or trail along the waterfront could bring more people to the waterfront, make it more visible, help identify Stratford as a waterfront community, and further access, development and recreation goals.	The first phase of the Stratford Greenway has been constructed on the Hunter Haven parcel. The Town should continue additional greenway development.	Yes
Encourage High Quality Design	Future development of the waterfront should be encouraged in accordance with architectural guidelines that enhance the shoreline. Notable waterfront buildings, such as the lighthouse and the Shakespeare Theater could serve as the starting point for a design guideline pamphlet for future waterfront construction	Design guidelines/standards have not been developed for waterfront properties to date.	Yes
Ensure Protection of Natural Resources	Coastal bluffs, shellfish beds, tidal wetlands, beaches and dunes, and estuaries are unique assets for the Town that provide recreational, scenic and economic benefits that need to be protected.	The Stratford Waterfront and Harbor Management Commission's Harbor Management Plan prioritizes steps for coastal resource protection. These included the removal of the cottages on Long Beach. The subdivision regulations also provide measures to protect natural resources.	Yes
Provide Additional Recreational Uses	Recreational opportunities are important to Stratford residents. The waterfront provides opportunities for both active and passive recreation. Additional waterfront recreational activities should be considered as part of future development of the shoreline and waterfront setback design should be encouraged.	Some new recreational facilities have been developed including construction of the greenway multi-use path, play facilities at Short Beach. Also, Long Beach has been enhanced as a naturalized bird watching and passive recreation area.	Yes

source: 2003 Town of Stratford Plan of Conservation & Development & peter j. smith & company, inc.



Beyond the goals stated above, the 2003 waterfront plan also makes a number of more project-specific recommendations for waterfront improvement. Following is a listing and evaluation of each of those recommendations:

Table 59: 2003 Town of Stratford Plan of Conservation & Development Waterfront Recommendations

Recommendation	Status	Ongoing Relevance
Allow for waterfront commercial development.	Little new commercial development has occurred. The 2003 plan does not give spatial or qualitative context for how commercial development should occur	Yes
Allow limited waterfront development that does not require new dredging	Very limited new waterfront development has occurred	Yes
Provide additional walking trails, fishing spots and beach areas along the causeway	Not Complete	Yes
Develop a museum and/or community building on the waterfront.	Not Complete	Yes
Amend zoning according to waterfront needs	Not Complete	Yes
Establish Town ownership of American Shakespeare Festival Theater	Complete	-
Redevelop American Shakespeare Festival Theater and property	Not Complete	Yes
Use natural resources for Economic Development	Some progress has been made, not complete	Yes
Protect Long Beach	Some progress has been made through the removal of the cottages. Improvements to Long Beach have not been completed.	Yes
Connect Long Beach to Greenway	Not Complete	Yes
Develop public marina	In-Progress	Yes
Dredge Housatonic River to preserve shipping navigation channel	Dredging has occurred, increasing the channel depth to a minimum of 14 feet	Ongoing, as needed
Improve Hunter Haven, Honeywell, Stratford Army Engine Plant and Marine Basin Properties	The Hunter Haven Parcel has been improved with the Greenway Phase 1 development. The other properties remain unimproved.	Yes
Do not extend Sikorsky Airport runway or re-route Main Street.	An agreement has been reached that will ensure the runways are not extended, in perpetuity. Main Street will be re-routed to accommodate a 300-foot long Engineered Materials Arrestor System to improve landing strip safety.	-

source: 2003 Town of Stratford Plan of Conservation & Development and peter j. smith & company, inc.

The goals and recommendations found in the 2003 plan remain highly relevant today. Most have either yet to be implemented, are in progress or are a concern that should be addressed in an on-going basis.

14.3 Incorporation of the Harbor Management Plan

The Town of Stratford’s Waterfront and Harbor Management Commission is charged with the development and overseeing the implementation of a Harbor Management Plan. This document serves as the Town’s comprehensive strategy for addressing conditions and needs for all water and waterfront areas, including habitat, environmental, transportation, commercial development, access and recreation aspects. The Plan of Conservation & Development will incorporate the vision for the waterfront set forth by the Harbor Management Plan and support the recommendation initiatives that it delineates.

The Plan of Conservation and Development, deriving authority from Planning and Zoning statutes, guides appropriate land uses in the upland areas of the waterfront. The Waterfront and Harbor Management Plan provides a blueprint for appropriate management of the coastal waters and, in Stratford, also regulates the Town’s beaches. The Town’s original Harbor Management Plan was drafted and adopted in 1994. Subsequently, the plan has been amended and updated in 1998, 2003, 2007 and 2009 and will be amended in 2013. The Management Plan is a comprehensive document that addresses the existing conditions of the Town’s various waterfronts and waterways, considers the existing

entities that manage and impact the Town’s waters and major current issues to be addressed. The plan then sets forth the goals, objectives and policies, guidelines for each of the Town’s waterfront areas as well as a plan for implementation of recommendations.

The Stratford Waterfront and Harbor Management Commission should continue to play an active role in the preservation, stewardship, management and development of the Town’s waterfront areas. The Commission should be included on Town land and water use decisions impacting the Harbor Management Area, ensuring that the many concerns impacting the Town’s waterfronts are addressed during the Town’s decision making process. The Waterfront and Harbor Management Commission should also coordinate with neighboring and regional partners as well as state and federal agencies to address activities that cause intermunicipal impacts, recognizing the borderless nature of water environments.

The major policy elements and recommendations of the Harbor Management Plan should be incorporated into the Plan of Conservation and Development as a major component of Stratford’s vision for the future of the Town. Waterfront goals, objectives, policies and action steps within the Plan of Conservation and development are intended to complement the more expansive recommendations of the Harbor Management Plan. The matrix beginning on the following page serves to incorporate some of the recommendations of the present Waterfront and Harbor Management Commission’s vision section of the Harbor Management Plan.



Table 60: 2009 Stratford Waterfront and Harbor Management Commission's Harbor Management Plan's Vision Elements

2009 Vision Component	Status	On-going Relevance
Principles		
The Town will maintain an attractive and safe system of interconnected waterfront areas and facilities for active and passive recreational use by the community. This includes the Stratford Housatonic River Greenway, a bicycle and pedestrian route proximate to the river, where possible along the length of the river.	The first phase of the Stratford Housatonic River Greenway has been implemented, other items are ongoing.	Yes
The waterfront will be used to stimulate economic development and community revitalization.	On-going	Yes
Water quality will be protected and improved through pollution reduction and better municipal wastewater treatment.	On-going	Yes
Water navigation on the Housatonic and all water areas will be maintained for safe use by both personal and commercial watercraft.	On-going, the Housatonic navigation channel	Yes
The waterfront areas will provide support services and facilities for recreational boating along the Housatonic River.	On-going	Yes
The Town's waters and waterfront areas will be used for educational and scientific purposes.	On-going	Yes
The Stratford Public should be made aware and engaged in issues impacting the Town's waterways and waterfront areas.	On-going	Yes
The Town will use water-based activities and events to draw visitors, enhance tourism and strengthen economic development.	On-going	Yes
Coordination across the Waterfront and Harbor Management Commission, Planning and Zoning, other Town agencies and neighboring municipalities and state and federal agencies should be ongoing and effective in the effort to achieve the goals of the waterfront.	On-going	Yes
Project & Area Specific Elements		
The Stratford Army Engine Plant will be redeveloped according to the Vision of the plan of Conservation and Development, incorporating mixed use, high architectural standards and building off of the thematic strengths of the Town, including culture and transportation. The site should have a major water-dependent component, including continuous public access along the Housatonic River. Contamination issues should be fully evaluated and appropriately remediated to enhance public and environmental health.	A preferred developer has been selected. Coordination with the Federal Government regarding remediation responsibilities is ongoing.	Yes
Establish the town-planned Stratford Housatonic River Greenway.	Phase 1 has been completed, future phases will be implemented however, none are imminent.	Yes
Redevelopment and public use of the Hunter Haven property.	Hunter Haven property has been improved with phase 1 of the Greenway.	Yes
Redevelopment and public use of the Honeywell property.	Not Complete	Yes
Redevelopment and public use of the Beacon Point property.	Not Complete	Yes
Access and reconnection of DeLuca Field, via the Stratford Housatonic River Greenway to the Waterfront.	Complete	Yes
Development and enhancement of the Birdseye Street River Access area with multi-use public facilities to enhance the access, use and enjoyment of the Housatonic River and Long Island Sound.	In-Progress	Yes
The American Shakespeare Festival Theater property will be redeveloped as a tourist attraction, with the selected developer involved in a planning process to establish linkages between the site and the waterfront.	Incomplete. The Town is presently awaiting a consultant report regarding the future of the property.	Awaiting Consultant Report
Bond's dock will be enhanced and potentially expanded to improve public access and use of the Housatonic River.	Incomplete & Ongoing	Yes
Waterfront development in the proximity of Ferry Creek will consider and coordinate with environmental remediation efforts.	Incomplete	Yes
The Washington Bridge Area should feature safe and well-designed facilities for public access.	Incomplete	Yes
Stratford Point should be the site of substantial public water access, emphasizing public park, open space and conservation uses.	Incomplete	Yes
The Long Island Sound Shoreline will be protected with erosion control.	Incomplete & Ongoing	Yes
The Great Meadows marsh will be a site for recreational, education and scientific use.	Incomplete & Ongoing	Yes
Environmental quality and shellfish resources will be improved in Lewis Gut.	Incomplete & Ongoing	Yes
Long Beach West will be used for public purposes, conserving Pleasure Beach. A redevelopment plan for Long Beach West and Pleasure Beach will be prepared in coordination with the City of Bridgeport.	Incomplete	Yes

source: Town of Stratford Harbor Management Plan



14.4 Moving Forward with New Opportunities

The Town of Stratford should build upon the progress that has been made since the 2003 Plan of Conservation and Development. The waterfront should be considered a unique asset for Stratford among its regional peers. The waterfront leveraged and improved under each of the following principles:

- Enhancing public access and recreation opportunities
- Conserving and restoring natural habitats, environments, landscapes and waterscapes
- Creating unique economic growth pertaining to:
 - Fishing and aquaculture
 - Tourism and hospitality
 - Signature mixed use and employment environments
- Improving the overall health and quality of life of Stratford Residents

Project recommendations should aim to achieve the still-relevant goals and recommendations from the 2003 Plan.

14.4.1. Harbor Management Plan Recommendations

The Plan of Conservation and Development incorporates and supports the implementation of the Stratford Harbor Management Plan, including the 2009 Waterfront Vision. The plan includes a set of recommendations, providing direction for implementation. These recommendations include initial steps for adoption of the vision, recommendations for key property redevelopment plans, Town law revisions and direction for funding. Most relevant to the Plan of Conservation and Development is a recommendation for the plan to be revised to incorporate the basic principles of the waterfront vision as well as the area specific elements of the waterfront vision. The preceding section incorporates by reference and matrix, each of the principles and specific area recommendations into the Plan of Conservation and Development. Accordingly, the Vision Plan and Future Land Use Plan for the Plan of Conservation and Development will incorporate these values, as expressed by the Harbor Management Plan.





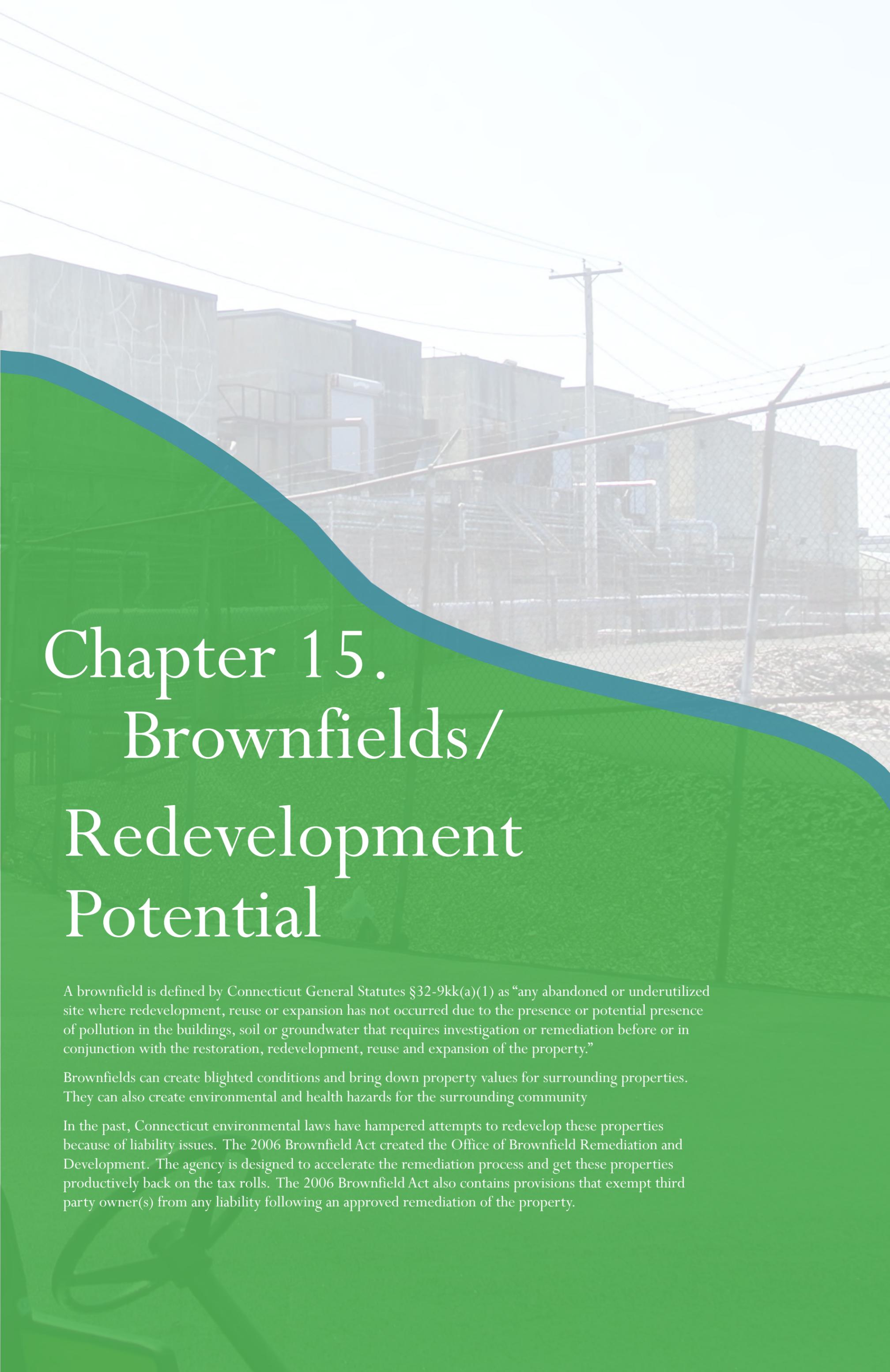
14.5 Findings

Waterfront access and the quality of water and waterfront lands continue to be top priorities for the Town of Stratford. Progress has been made, but many opportunities remain to create a world class waterfront for the Town. The following are significant findings regarding the waterfront of the Town of Stratford.

Table 61: Waterfront Review Findings

	Finding	How to Incorporate			
		Goal	Policy	Action Step	Graphic Plan
1	The Town has a tremendous diversity of waterfront types that should be preserved and enhanced	X	X	X	X
2	The Stratford Harbor Management Plan and 2009 Waterfront Vision have been established and should be incorporated into the Plan of Conservation & Development	X	X	X	X
3	Phase 1 of the Greenway has been constructed with additional phases envisioned	X	X	X	X
4	The Stratford Army Engine Plant remains an underdeveloped waterfront lynchpin	X	X	X	X
5	Standards for architecture and site planning has not been sufficiently established for waterfront properties	X	X	X	
6	The American Shakespeare Festival Theater remains a significant underutilized asset on the waterfront	X	X	X	X
7	Long Beach is presently lacking direction for future improvements and restoration	X	X	X	
8	Recent dredging has improved the navigation channel on the Housatonic River	X			
9	The Town is in the process of improving the Birdseye Marine area including the creation of a municipal pier			X	X
10	The Town's waterfronts are home to important birding areas	X	X	X	
11	Encourage waterfront setbacks	X	X		

source: peter j. smith & company, inc.



Chapter 15. Brownfields/ Redevelopment Potential

A brownfield is defined by Connecticut General Statutes §32-9kk(a)(1) as “any abandoned or underutilized site where redevelopment, reuse or expansion has not occurred due to the presence or potential presence of pollution in the buildings, soil or groundwater that requires investigation or remediation before or in conjunction with the restoration, redevelopment, reuse and expansion of the property.”

Brownfields can create blighted conditions and bring down property values for surrounding properties. They can also create environmental and health hazards for the surrounding community

In the past, Connecticut environmental laws have hampered attempts to redevelop these properties because of liability issues. The 2006 Brownfield Act created the Office of Brownfield Remediation and Development. The agency is designed to accelerate the remediation process and get these properties productively back on the tax rolls. The 2006 Brownfield Act also contains provisions that exempt third party owner(s) from any liability following an approved remediation of the property.



15.1 Overview

The Town of Stratford has a long history of industrial manufacturing, some of which have left the Town with areas of known and suspected contamination. The most notorious contributor to the brownfields in Stratford was Raymark Industries. Raymark was a manufacturer of brake products. From 1919 to July 1984, Raymark used a system of lagoons to capture waste lead and asbestos dust produced by its manufacturing process. Dredged materials from the lagoons were landfilled at numerous other locations in the Town. The Stratford Army Engine Plant is another large brownfield in the Town. Because the facility is federally owned, the Town is not eligible for clean up funding to address environmental issues there and the SAEP does not appear in the Town's inventory of brownfields. However, a purchaser and developer of the property, working with the federal government on remediation of the site would be eligible for funding.

In a town that is nearly built out like Stratford, brownfields offer the only locations for new development or additional open space. The problem is that the sites first need to be identified and properly investigated and, if necessary, remediated before they can fulfill that function.

Generally, The State of Connecticut's current policy towards brownfields is that redevelopment of brownfield sites has social and economic benefits, as well as benefits to human health and the environment, such as:

- reducing or eliminating public exposure to pollutants,
- cleaning up sites that otherwise would not be cleaned up for decades,
- reducing environmental impacts associated with industrial sprawl by returning abandoned and underutilized sites to productive use,
- creating the potential for new tax revenue for municipalities and the State,

- utilizing existing infrastructure, thereby minimizing the expansion of new infrastructure into undeveloped areas,
- reversing urban decay and revitalizing our cities, and
- creating short-term construction and longer-term jobs.

The 2006 Brownfield Act promotes brownfield development by:

- (1) establishing a sub-agency dedicated to brownfields;
- (2) funding a pilot program to remediate brownfield sites;
- (3) creating liability exemptions; and
- (4) establishing a financial assistance program.

In 2011, the State adopted Public Act 11-141 amending the 2006 Brownfield Act and further promoting the redevelopment of brownfields.

The following programs were created by state agencies and the US Environmental Protection Agency to provide funding for the examination and remediation of brownfield sites:

Abandoned Brownfield Clean-up Program – Provides funding for the investigation and clean-up for potential buyers of brownfield properties for which the redevelopment of such property will have a regional or municipal economic development benefit.

- Brownfields and Urban Sites
- State Superfund Program
- Federal Superfund Program

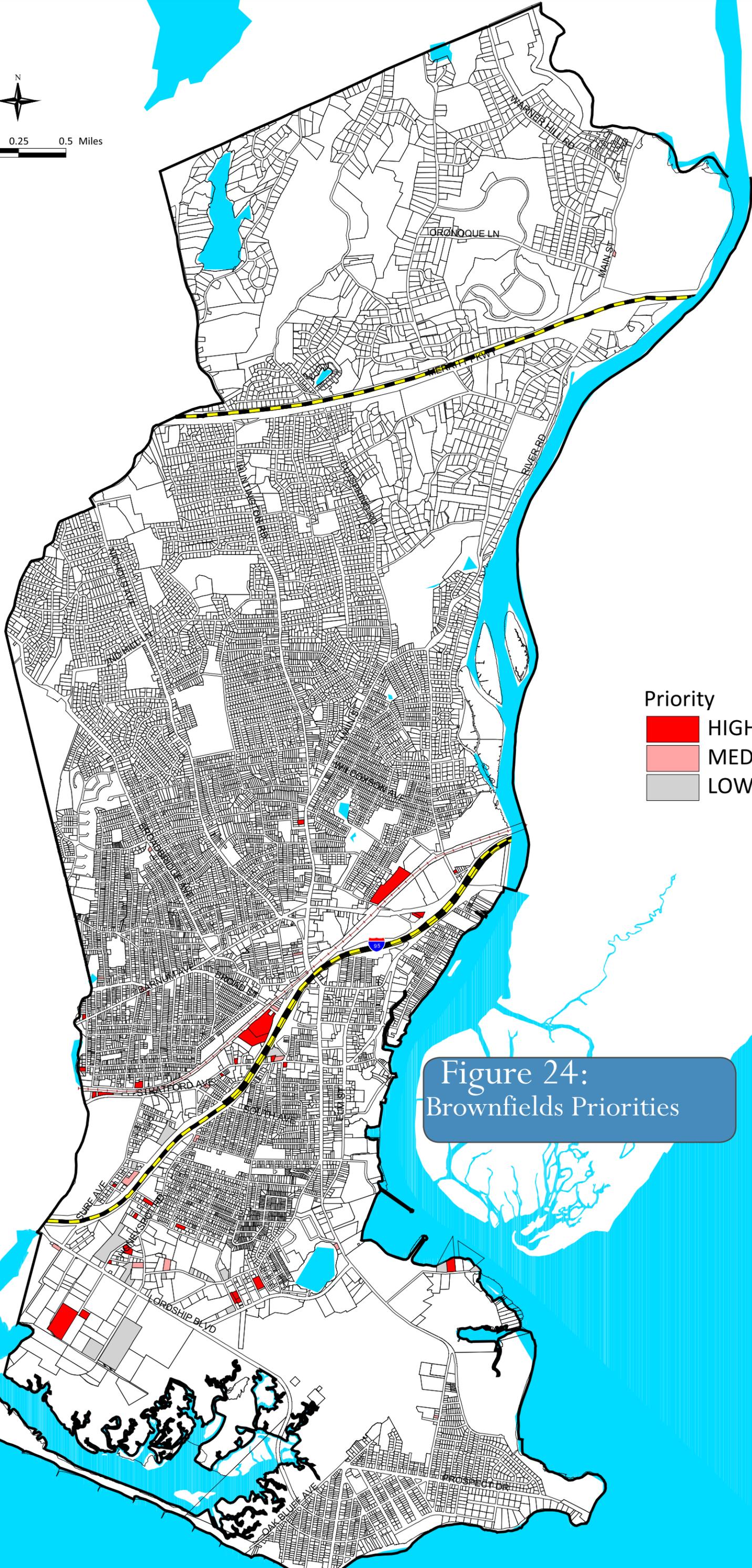
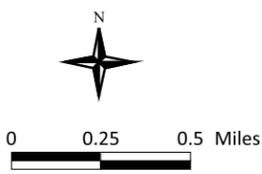


Figure 24:
Brownfields Priorities



15.2 Types and Locations of Brownfields

Brownfields are a considerable issue in the Town of Stratford. In 2012, an inventory of potential brownfield sites was conducted by Weston and Sampson using funding acquired by the Town from a 2011 EPA Brownfields Assessment Grant. The Town of Stratford received its first Brownfields Assessment Grant in June 2011. A second EPA Brownfields Assessment Grant was received by the town in 2013 for \$400,000 to allow for a more detailed examination of site-specific environmental issues. The Greater Bridgeport Regional Council received the same grant from the EPA, which will be partially used for environmental assessment and planning in and around the Transit Oriented Development Area in Stratford. The summary of the findings from Weston and Sampson is documented in a letter report to the Town entitled, "Town of Stratford – Brownfields Inventory and Prioritization Project" dated September 18th, 2013. By working in concert with the Town of Stratford, Weston & Sampson was able to develop a thorough database of approximately 400 potential brownfields sites located within the Town. The inventory also included preliminary, publicly available information about each parcel of interest, including zoning, acreage and current land use. The scope of Town wide assessment project did not allow for a more detailed examination of site-specific environmental records for each property and inclusion on one of these databases did not necessarily indicate that there are any specific and/or unresolved environmental issues associated with the 400 properties that were identified.

After eliminating residential properties in tax foreclosure, there were 74 potential brownfield properties identified that were determined could meet the eligibility requirements for funding under the EPA Brownfields program. The properties were further prioritized based on the following criteria:

- Proximity to sensitive receptors and targeted development areas;
- Ownership and property status, including easements and tax liens;
- Existing infrastructure;
- Redevelopment potential;
- Property size, location, and access;
- Potential contamination extent and existing known environmental issues;
- Marketability and community master plans;
- Historic and current property use and conditions;
- Adjoining/abutting property uses;
- Developer interest; and
- Hazardous material usage, where known.

Of the 74 properties, 31 were ranked as high priority and 15 as medium based on their potential for meeting the EPA Brownfield Program eligibility requirements. At the conclusion of the Town wide inventory, 5 properties were identified as being the highest priority sites due mainly to their positive brownfield eligibility determinations and final redevelopment potential. These properties are :

- 993 Honeyspot Road (Peasely Products)
- 94 East Main Road (Petrol Plus)
- 2370 Stratford Avenue (Wade's Garage)
- 1297 West Broad Street (Ross & Roberts)
- 300 Old South Avenue / 11 Old South Avenue / Sunset Avenue

15.3 Remediation History

In 1995 Raymark Properties were listed on the National Priorities List (NPL). The site was divided into 9 Operational Units (OU's). Since then, extensive remediation has taken place to address the Raymark contamination.

The Raymark facility itself (OU1) has been capped and the site has been redeveloped into Stratford Crossing Shopping Center.

Residential properties that were land filled with Raymark waste have been dug up and restored. Waste from these sites was dumped at the original Raymark site before it was capped. In a 500-acre area surrounding OU1, called OU2, ground water tests were completed. Sub-slab ventilation systems were installed in 109 homes in the area to prevent contamination.

At the Shore Road Site (OU5), an interim removal action was performed that included:

- installation of a revetment along the unprotected southeastern tidal areas,
- restoration of existing riverside revetments to limit exposure to underlying contaminated soils,



- capping of excavated soils, paving of driven surfaces and capped soils, and
- installation/restoration of utilities to allow maintenance without the threat of exposure to contaminated soils.

At Short Beach (OU9), a temporary cap has been placed over areas where Raymark waste was found to be present. A remedial investigation report was completed in 2005 which found no risk to workers and users of the park.

Another brownfield in Town, Stratford Point, was once used by the Remington Gun Club. Over the years the club accumulated large amounts of lead shot. Large-scale remediation of the property was undertaken by DuPont in 2000-2001. Subsequent spot removal of residual lead shot and environmental monitoring is ongoing. Connecticut Audubon Society functions as a caretaker for the site, oversees habitat management practices and carries out biological monitoring studies and coastal habitat restoration studies for DuPont. In 2011 DuPont also contracted for 900 feet of sand dune to be constructed, which created a new habitat for birds and other wildlife.

15.4 Ongoing Remediation initiatives

Additional remediation of Raymark waste is still being carried out by the EPA. Monitoring of remediated sites is an ongoing process. The EPA works closely with the state, Town and Save Stratford to determine solutions for the remaining Raymark waste. Ongoing measures still to be completed for the Raymark sites include:

- Groundwater (OU2) – Long term maintenance of sub-slab ventilation systems.
- Ferry Creek (OU3) – Clean-up approaches are currently under consideration.
- Raybestos Memorial Field (OU4) – Clean-up approaches are currently under consideration.
- Additional Properties (OU6) – Clean-up of 4 of the 24 additional properties where agreement has been made. Reach agreement and clean-up of remaining 20 properties.
- Ferry Creek w/ wetlands (OU7) - Clean-up approaches are currently under consideration.
- Short Beach & Landfill (OU9) – Find long term solution for the site

15.5 Future Brownfield Concerns

Clean up of Raymark waste is progressing under EPA supervision as solutions and money becomes available. The Army Engine Plant is a large facility in a key location that currently sits idle. However, clean-up of the property and subsequent sale and reuse of the land is dependent on the US Army. The Army is currently working with a developer on a solution for the site. These two concerns are significant and solutions will take time.

The Town has recently inventoried and identified 74 other properties as brownfields. Many of them have gone into tax foreclosure. Returning these properties to active reuse in the future is a concern that the Town of Stratford can take a more active role in addressing.

15.6 Brownfield Recommendations

The Town of Stratford should continue to work towards solutions and eventual clean-up of the Raymark waste. Ultimately, the reuse of these properties is the long term goal. In many cases, converting some of these properties into safe green spaces will have to be an acceptable solution for the Town.

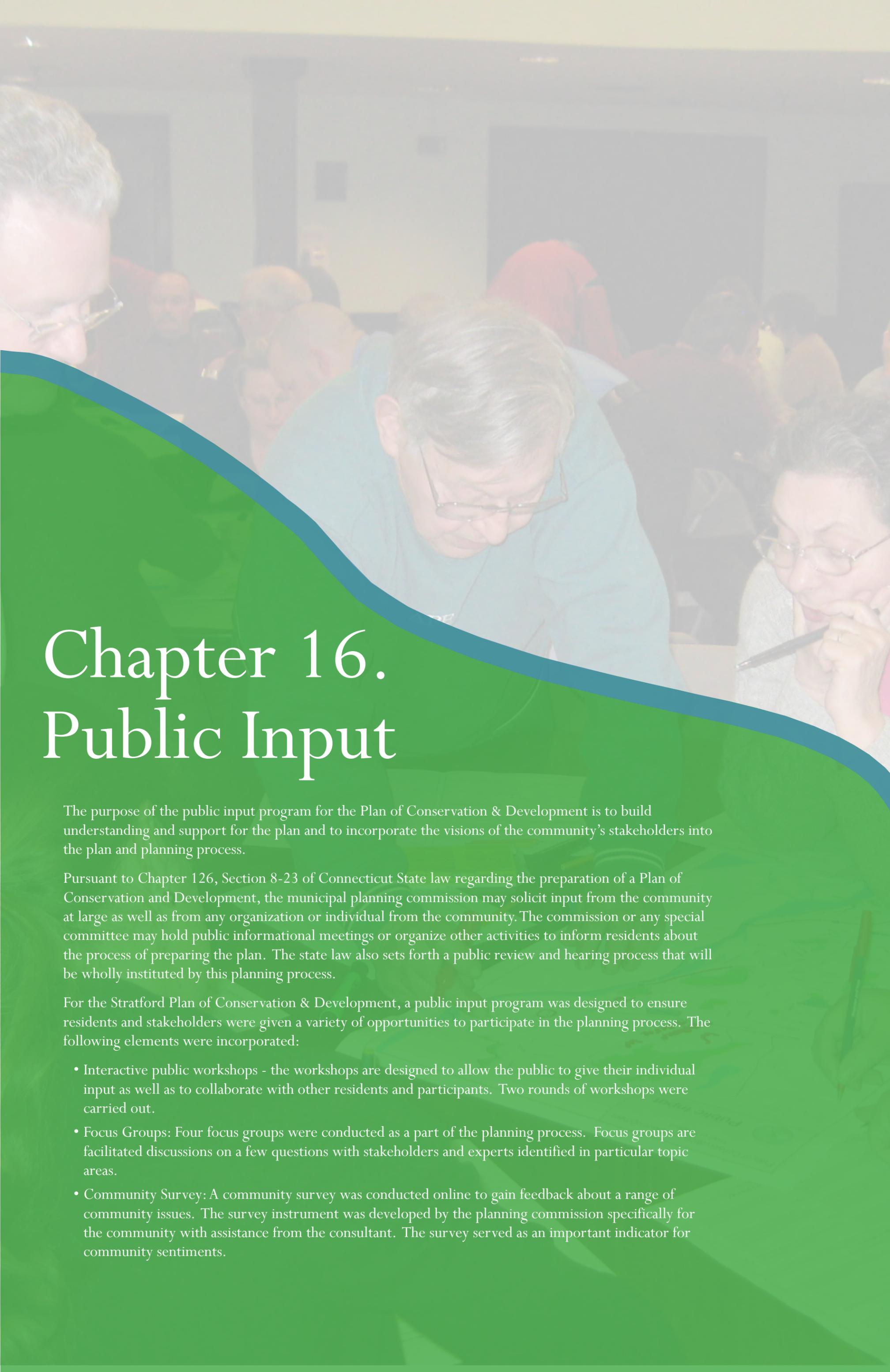
The Town should continue to work with the Army and members Point Stratford Development team to develop a plan for the site that will bring jobs and economic growth to the Town. The Town should be flexible with regard to reuse in order for the site to remain profitable in light of remediation costs. The Town should consider an incremental tax exemption provided that the property is generating a significant number of jobs. The Town is currently not receiving any property tax from the facility.

The Town of Stratford should continue to seek State and Federal funding to evaluate and potential remediate other existing brownfields with Town. Properties with the highest priority and largest area should be targeted first. The Town should also incentivize profitable redevelopment of abandoned brownfield properties through increased densities proposed in the zoning changes. Higher densities are proposed for both the TOD area and the Employment Development Area. Most of the identified brownfields are located within these areas. In cases where extensive clean-up cost are necessary, Incremental tax exemption should be considered for prospective redevelopments. The newly Mayoral-appointed Redevelopment Agency (RDA) is commissioned with the development and redevelopment of Town foreclosed properties. These properties will bring substantial tax revenues to the Town.

The following are the largest brownfield properties with a high priority as well as their redevelopment potential.

- D'Addario Property – This property is in tax foreclosure. While this property is the largest it is also remotely located. The property is in the Employment Development area. Substantial redevelopment of surrounding properties may be necessary before this property gets addressed.
- Contract Plating – The Town foreclosed on the Contract Plating property in March 2013. The site is actively being investigated for future remediation and development by the Town using grant funding obtained from the EPA Brownfield Program. The site has been investigated and is not part of the Raymark Superfund Site. Any future redevelopment of the site will include a public notice process as required by the Connecticut Department of Energy and Environmental Protection.
- Ross & Roberts – This property is in tax foreclosure. This company just recently closed and has been operating under an EPA permit without violation. The parcel is also located in the Transit Oriented Development area where high densities could encourage redevelopment.
- Stratmar/Boise Cascade – This property is in the Transit Oriented Development Area. It is also adjacent to the Ross & Roberts Property. These properties could be redeveloped jointly.





Chapter 16. Public Input

The purpose of the public input program for the Plan of Conservation & Development is to build understanding and support for the plan and to incorporate the visions of the community's stakeholders into the plan and planning process.

Pursuant to Chapter 126, Section 8-23 of Connecticut State law regarding the preparation of a Plan of Conservation and Development, the municipal planning commission may solicit input from the community at large as well as from any organization or individual from the community. The commission or any special committee may hold public informational meetings or organize other activities to inform residents about the process of preparing the plan. The state law also sets forth a public review and hearing process that will be wholly instituted by this planning process.

For the Stratford Plan of Conservation & Development, a public input program was designed to ensure residents and stakeholders were given a variety of opportunities to participate in the planning process. The following elements were incorporated:

- Interactive public workshops - the workshops are designed to allow the public to give their individual input as well as to collaborate with other residents and participants. Two rounds of workshops were carried out.
- Focus Groups: Four focus groups were conducted as a part of the planning process. Focus groups are facilitated discussions on a few questions with stakeholders and experts identified in particular topic areas.
- Community Survey: A community survey was conducted online to gain feedback about a range of community issues. The survey instrument was developed by the planning commission specifically for the community with assistance from the consultant. The survey served as an important indicator for community sentiments.



16.1 Public Workshop #1

The first public workshop was held on Wednesday, March 6 at the Baldwin Senior Center in the Town of Stratford. The workshop featured background information about the Plan and planning process as well as an interactive portion to engage participants in the process. The interactive portion of the program encouraged both individual input as well as group consensus building. The purpose of the meetings was to educate the public about the plan, its importance and to identify issues that should be addressed through the planning process. By using both individual and group input techniques, the workshop sought to encourage collaboration and cooperation in problem identification and solutions.

Participants were given workbooks and seated at tables in groups. Each table had a large map of the Town. The workbooks asked for individual feedback on the issue areas of transit & transportation, land use, waterfront use and economic development. Each section asked the participant to individually rate a series of statements identifying the level to which they strongly agreed, agreed, neither agreed nor disagreed, disagreed or strongly disagreed with the statement. Then, working as a group and using maps, participants identified areas where issues are prevalent, for example where there are traffic congestion issues or where there are areas in need of aesthetic improvement, etc. At the end of the sessions, groups of participants identified the top three issues from among all of the items discussed over the course of the evening and presented these findings to the group. The tabulated outcome of these workshops as well as the opinions and views expressed during these and other public input sessions help to lay the basis of the goals and objectives for the plan which express the vision of the future for the Town. These sessions also help alert the consulting team to issues of special concern regarding which they may not have been aware.

16.1.1. Major Themes

Throughout the workshop, several significant themes emerged. Participants presented a range of feedback that included major concerns facing the Town to visions for improvements and new development.

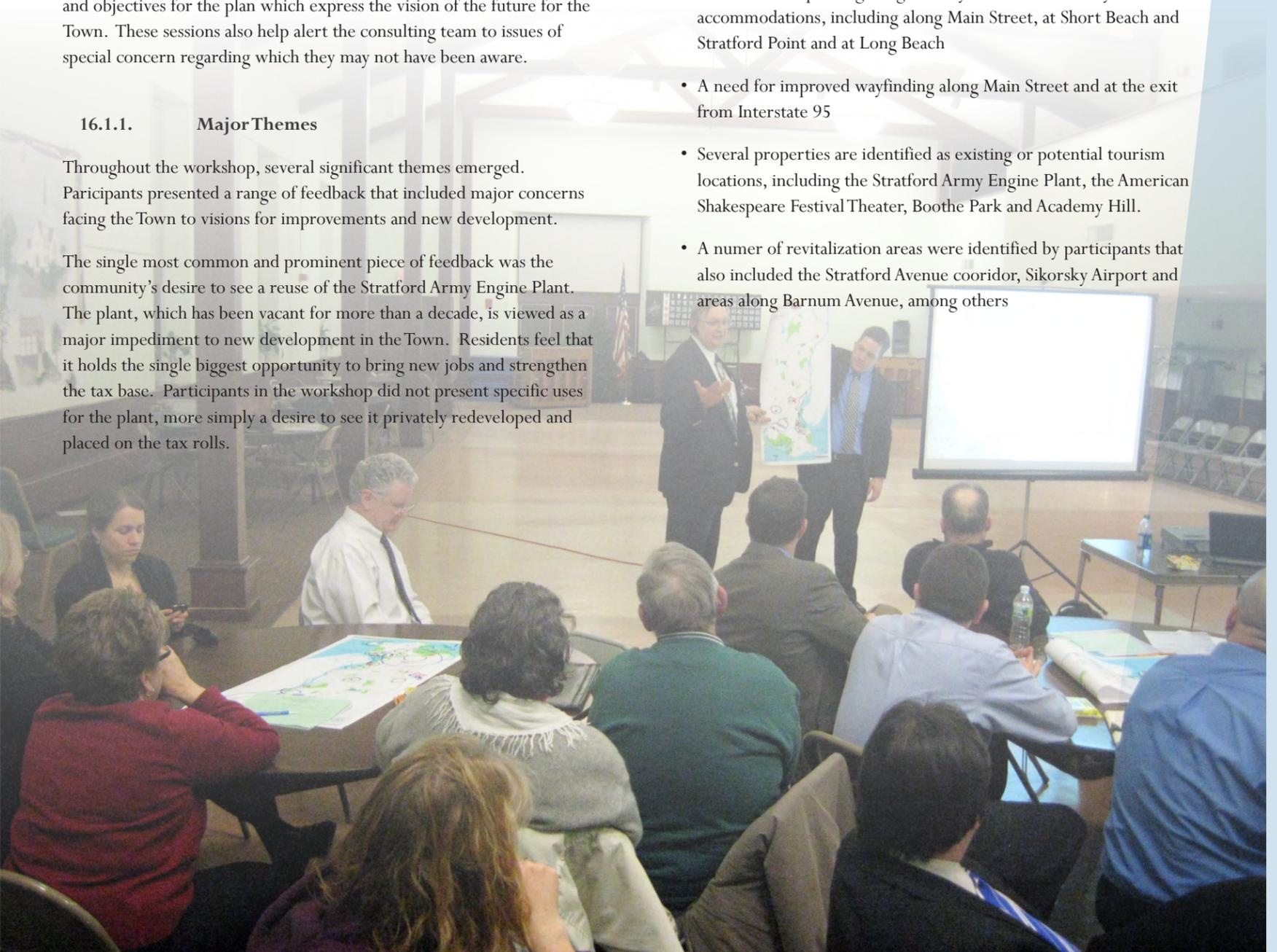
The single most common and prominent piece of feedback was the community's desire to see a reuse of the Stratford Army Engine Plant. The plant, which has been vacant for more than a decade, is viewed as a major impediment to new development in the Town. Residents feel that it holds the single biggest opportunity to bring new jobs and strengthen the tax base. Participants in the workshop did not present specific uses for the plant, more simply a desire to see it privately redeveloped and placed on the tax rolls.

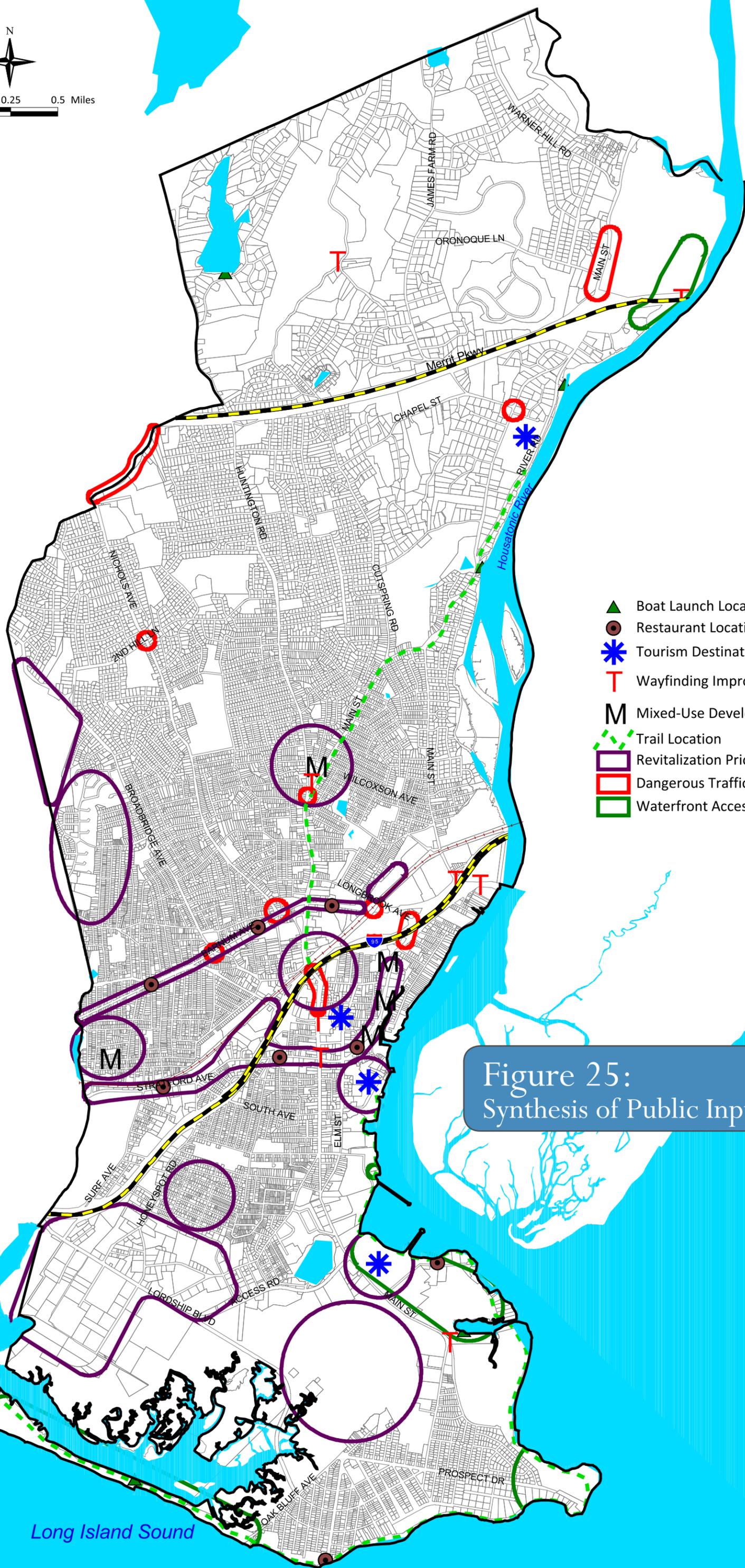
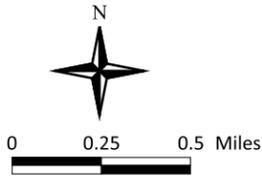
Similarly, residents would like to see a resolution to the American Shakespeare Festival Theater property. Residents expressed a great deal of pride in the heritage of the theater and what it meant for the image and brand of Stratford. Residents also recognize the beautiful property that it sits upon as a recreational resource. Participants expressed in the workshop that the theater is a tremendous opportunity and efforts should focus upon returning it to productive use.

Two additional common themes expressed by participants were the poor conditions of the Barnum Avenue and Lordship Boulevard corridors. Barnum Avenue is a commercial corridor, of which the areas west of Main Street have experienced significant decline. Residents would like to see it revitalized as a mixed-use thoroughfare extending from the town center. Lordship Boulevard, an industrial development center is viewed by residents as having a poor impact on the image of the Town, as there are several tired, underutilized properties facing Lordship Boulevard and the area as a whole has a disorganized pattern of development. As the Town's primary employment area, participants felt that Lordship Boulevard could be better developed to both provide jobs, a tax base and a more pleasing aesthetic.

Throughout the exercise, groups were asked to identify a number of issues and opportunities on their maps. These are graphically illustrated on the map on the opposite page. Some of the major results included the following:

- Traffic improvements are needed on Main Street downtown and various intersections along Barnum Avenue
- A desire for expanding the greenway with trails and bicycle accommodations, including along Main Street, at Short Beach and Stratford Point and at Long Beach
- A need for improved wayfinding along Main Street and at the exit from Interstate 95
- Several properties are identified as existing or potential tourism locations, including the Stratford Army Engine Plant, the American Shakespeare Festival Theater, Boothe Park and Academy Hill.
- A number of revitalization areas were identified by participants that also included the Stratford Avenue corridor, Sikorsky Airport and areas along Barnum Avenue, among others





- ▲ Boat Launch Locations
- Restaurant Locations
- ✳️ Tourism Destinations
- T Wayfinding Improvements
- M Mixed-Use Development
- - - Trail Location
- ▭ Revitalization Priority
- ▭ Dangerous Traffic
- ▭ Waterfront Access & Preservation

Figure 25:
Synthesis of Public Input

Long Island Sound



16.1.2. Survey Results

To complement the mapping exercise, participants in the workshop answered a number of survey questions to gauge opinion on a variety of issues. The results were as follows:

Table 62: Public Workshop #1 - Transit & Transportation

Transit & Transportation	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Navigation in Stratford should be more understandable for drivers, bicyclists and pedestrians	38.9%	30.6%	16.7%	13.9%	0.0%
Stratford has intersections and/or other locations that create significant traffic safety concerns for pedestrians, motorists, bicyclists and/or vehicular traffic flow	48.6%	42.9%	2.9%	5.7%	0.0%
More trails, greenways and parks are needed for recreation and transportation	41.7%	38.9%	19.4%	0.0%	0.0%

There was general agreement that the Town's transportation network should be improved. More than 90% agreed that there were intersections with safety issues, another 80% felt the Town needed more trails, greenways and parks for both transportation and recreation.

Table 63: Public Workshop #1 - Land Use

Land Use	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
There are areas in Stratford that could be redeveloped with new uses to complement the existing neighborhoods	57.1%	20.0%	17.1%	5.7%	0.0%
Stratford needs more housing choices	14.3%	17.1%	22.9%	28.6%	17.1%
Downtown Stratford could be redeveloped with more housing and mixed-use buildings	30.3%	30.3%	30.3%	6.1%	3.0%

Nearly 80% of residents felt that areas of the Town needed to be redeveloped to complement existing areas. More than 60% felt that downtown needs redevelopment with housing and mixed use, however, there was less agreement that the Town needs more housing choices, as only 31% agreed.

Table 64: Public Workshop #1 - Waterfront Use

Waterfront Use	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
There should be universal access to the Housatonic River and Long Island Sound from the landside	25.7%	34.3%	17.1%	5.7%	17.1%
There should be plentiful access to the water for a range of water-based recreational opportunities including boating and swimming	50.0%	47.2%	2.8%	0.0%	0.0%
There are waterfront areas that are appropriate for commercial development including restaurants, taverns and shops	64.7%	23.5%	5.9%	2.9%	2.9%

More than 97% of participants feel there should be plentiful access to the water for various activities. Almost 90% felt that some areas of the waterfront should allow commercial development, including restaurants and retail. Sixty percent felt there should be universal access to the Housatonic River and Long Island Sound from the land.

Table 65: Public Workshop #1 - Economic Development

Economic Development	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
New commercial, shopping and restaurant businesses are needed in Stratford	62.5%	21.9%	12.5%	3.1%	0.0%
Stratford has the potential as a tourism and culture destination	58.3%	30.6%	8.3%	2.8%	0.0%
Revitalization of brownfields, vacant and foreclosed properties is critical to economic success.	88.9%	11.1%	0.0%	0.0%	0.0%

All participants surveyed agreed that the revitalization of brownfields, vacant and foreclosed properties is critical to the economic success of the Town. Eighty five percent felt there should be more shopping and restaurants while 89% see cultural tourism as a potential for Stratford.



16.2 Public Workshop #2

The second public workshop was held on Wednesday, June 12 at the Baldwin Senior Center in the Town of Stratford. The workshop featured a presentation from the consulting team that included a project update, a review of public input to date, highlights from the inventory and a review of draft goals for the project. Participants were also introduced to the draft vision plan and urban design concepts, as well as taken through how the plan will be implemented

Participants were provided a survey form to evaluate each of the project's goals with regard to how each met the needs and desires of residents and businesses in the Town of Stratford. Each goal was read aloud with its accompanying objectives and policies. Participants were asked to indicate the degree to which they agreed or disagreed with each. This information was used to evaluate the ongoing status of each goal as well as identify additional objectives, policies and action steps that would be needed to support that goal.

The exercise showed that there was substantial support for the draft goals. Attendees, as a whole, agreed with each goal at far greater rates than disagreed. No goal received more than one strongly disagree response, while two goals, land use & Zoning and Population & Housing were disagreed with by one quarter of participants. Comments made by participants indicated that the disagreement was due to a hesitation by some for the Town to experience additional growth or density. However, still, more participants agreed with the goal. Nine goals received no disagreement. Residents appear to feel most strongly about the Environmental Goal, as 92% strongly agreed, another four percent agreed and the remaining four percent had no opinion.

Table 66: Public Workshop #2 Goal Evaluation Results

Goal	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Regional Context	52.0%	40.0%	8.0%	0.0%	0.0%
Community Character	60.0%	12.0%	28.0%	0.0%	0.0%
Land Use & Zoning	36.0%	24.0%	16.0%	24.0%	0.0%
Population & Housing	24.0%	16.0%	32.0%	24.0%	4.0%
Economic Vitality	56.0%	28.0%	16.0%	0.0%	0.0%
Environmental	92.0%	4.0%	4.0%	0.0%	0.0%
Sustainability	52.0%	36.0%	12.0%	0.0%	0.0%
Transportation	64.0%	24.0%	8.0%	0.0%	4.0%
Parks & Open Space	68.0%	24.0%	8.0%	0.0%	0.0%
Cultural Resources	72.0%	20.0%	8.0%	0.0%	0.0%
Public Facilities	60.0%	36.0%	4.0%	0.0%	0.0%
Community Facilities	60.0%	24.0%	12.0%	0.0%	4.0%
Waterfront	76.0%	20.0%	4.0%	0.0%	0.0%
Brownfields	76.0%	16.0%	4.0%	4.0%	0.0%

16.3 Focus Groups

Four focus group sessions were held as a part of the public input program on April 23 and 24, 2013. The focus groups are facilitated discussions on a limited number of questions. Focus Group participants are selected for invitation to the discussions because they are recognized as experts in their fields either by vocation or avocation.

Stratford focus group participants were asked about the character of Stratford, what the community's focus for the future should be and the opportunities and challenges currently facing the Town. Discussion topics and participants were identified with the help of the Plan of Conservation & Development Steering Committee and the community at large. The focus group input is used along with the other sources of public input to assist in the identification of matters of special concern among the residents and members of special interest groups and those with special areas of expertise within the Town.

The opinions and views expressed during these and other public input sessions help to lay the basis of the goals and objectives for the plan, which express the vision of the future for the Town of Stratford. These sessions also help alert the consulting team and Committee to issues of special concern about which they may not have been aware.

The Focus Group session is designed to spark thoughtful conversations among participants and between participants and the facilitating consultant. The object is to create an atmosphere where participants felt comfortable enough to air their views and opinions with confidence. The questions for discussion were provided to the participants in printed form at the beginning of the session. The facilitator reviewed each question, gave participants a few minutes to jot down some thoughts and responses and then went around the room ensuring everyone had an opportunity to weigh in on each question. The format was generally followed for all questions.

The following focus groups were conducted:

- Waterways & Natural Resources
- Commercial & Industrial Development
- Downtown Heritage & Tourism
- Transportation & Circulation



16.3.1. Waterways & Natural Resources

The waterways and natural resources focus group were asked a series of three questions that sparked discussion regarding this important component of Stratford. The questions were as follows:

- What makes Stratford's waterways, greenways, parks and open spaces unique? In a phrase or a sentence, describe their character.
- What are the top three issues facing waterways and natural resource areas including parks and open spaces in the Town of Stratford?
- Assuming no barriers including time and money, what should be the focus of Stratford's waterways, greenways, parks and open spaces and natural resources?

The group, as a whole, placed a tremendous amount of value in Stratford's waterfronts, especially referencing their diversity. It was noted that Stratford has natural waterfronts, conservation areas, recreation, residential and commercially developed waterfront areas. The waterfronts are Stratford's greatest brand and should be preserved and/or developed in means appropriate to their character. The group expressed that there is a need for enhanced public access throughout Stratford's shorelines and additional facilities for community recreation. One participant summed up the group's sentiment, stating "the waterfront has 13 miles of opportunity, yet it is under utilized, inaccessible and there is not real commercial development or a municipal pier. We need to do something about that."

The group agreed that there needs to be a more comprehensive approach to improving the waterfront. There needs to be an improved municipal pier as well as public access. The Housatonic is a beautiful river, yet there is very little publicly-focused water-dependent activity on it. The Plan of Conservation and Development needs to identify locations to pursue new public access and provide commercial development opportunities that can leverage Stratford's waterfront for the community and the economy.

16.3.2. Commercial & Industrial Development

The commercial & industrial development focus group were asked a series of four questions that sparked discussion regarding commercial and industrial development in Stratford. The questions were as follows:

- From a commercial and industrial standpoint, what does Stratford do well? How does it serve the region?
- What are the three biggest advantages a location in Stratford offers potential investors and companies that may want to locate here?
- If there were going to be three catalytic events, developments or activities that would "turn this place around? No limitations, not even time or money!
- Who or what is the biggest competitor for investment in Stratford, why?

The participants in the commercial and industrial development focus group characterized Stratford as very pro-business. The Town works well with developers, has excellent economic development customer service and can quickly meet the needs of applicants. The Town is well suited from a logistics side; it has good locational access, access to supplies, services, a quality workforce and it is an affordable place to live. Stratford is a Fairfield County address at an affordable price. The biggest challenges that the Town faces is in regards to land availability. Stratford is nearly entirely built out and is in need of additional spatial opportunities for development.

Participants then turned their focus to a few potentially signature developments. There was great interest in seeing the Stratford Army Engine Plant redeveloped, with the incorporation of a marina and public access to the water. The feeling was that this would provide the new development opportunity that the Town needs. There was also very strong support for the redevelopment of the American Shakespeare Festival Theater property. The group felt that the property is important to the brand of Stratford and its revitalization would go a long way

towards reestablishing Stratford as a great place to live and work.

16.3.3. Downtown Heritage & Tourism

The downtown heritage and tourism focus group was asked a series of four questions regarding issues and potentials for the Town in regards to downtown and the tourism economy. The questions were as follows:

- What is the character of the Town of Stratford? Complete the sentence: "The Town of Stratford is ... "
- Among Stratford's downtown, tourism and heritage resources and attractions, what generates the most interest and activity?
- Thinking about priorities for generating tourism-related economic development, name three projects that could really enhance Stratford as a destination.
- Tell us, in a few words or phrases, about what needs to change to make it possible for Stratford to reach its potential.

The downtown heritage and tourism focus group was the most frustrated of the four groups that met. This group sees a tremendous amount of potential in the Town in terms of its waterfront, its downtown, the American Shakespeare Festival Theater and its many natural and historic assets. The group expressed a sentiment that the Town lacks vision in developing its assets, lamenting the many years that have passed waiting for the Shakespeare property to be redeveloped and the continued lack of public access to the waterfronts.

This group expressed a desire for the Town to develop a cohesive vision for its waterfront, public space, downtown and cultural properties that can be implemented to improve the quality of life in the Town of Stratford. There was also a desire for larger infrastructure and economic development projects, including the development of a full Interstate 95 interchange at exit 33. Overall, the group felt that the Town has a fantastic number of assets that need to be better utilized for both economic development and residential quality of life.

16.3.4. Transportation & Circulation

The transportation & circulation focus group was asked a series of three questions regarding the transportation and infrastructure network in Stratford. The questions were as follows:

- What are the top three best and worst things about Stratford's traffic configuration for autos, bicyclists and pedestrians?
- What is the vision for Stratford Center?
- Is Stratford adequately accessible by bicycle and on foot? How could the pedestrian and multi-modal systems be improved?

The transportation and circulation focus group began by contrasting the positive and negative aspects to Stratford's transportation network. Response favored a very positive intermunicipal system of linkages; the Town is very well served by highway access as well as rail, offering high potential for the recently developed transit oriented development zone. The Town is developed on a largely walkable scale and has the potential to become a more pedestrian oriented community. The Town has also made great strides with the first phase of the Stratford Greenway. Conversely, the Town struggles to develop its pedestrian and bicycle transportation network to make local circulation more multi-modal. Sidewalks lack connectivity, there are few bicycle lanes and many larger developments have not incorporated public transit access as they are developed. There are also major safety concerns in the Town, especially with respect to main street downtown. It is a difficult street to cross as the traffic is congested and the automobile right of way is very wide. The group expressed a desire for the Town's transportation infrastructure to be better integrated with the land use development that surrounds it.



The transportation and circulation group also expressed a widespread frustration with the Town's maintenance practices. Trails and open spaces are not adequately maintained. Roosevelt Forest, for example has very limited access, due to a lack of maintenance. Similarly, there is very little information available about the forest with trail locations to market this asset and make it user friendly. Stratford also needs to participate in the Merritt Parkway trail, creating multi-modal access and linkages into the Town. According to this group the Town would be well served to approach its multi-modal circulation network with a holistic plan that includes connecting neighborhoods, developments, linkages and creating an ongoing maintenance plan to ensure they well serve the community.

16.4 Community Survey

During spring 2013, an online community survey was performed to gauge the public's opinion on a variety of issues. The survey instrument was also made available in paper format and placed in public locations for residents to fill out. The following are the tabulated results of the community survey:

Table 67: Community Survey Conditions Importance & Satisfaction #1

	Schools		Taxes		Housing Prices		Housing Choices		Jobs		Shopping	
	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with
1=Not at all	5%	7%	1%	47%	1%	15%	5%	4%	2%	17%	3%	8%
2	4%	18%	1%	24%	3%	25%	11%	14%	4%	24%	7%	19%
3	10%	42%	6%	22%	13%	43%	28%	51%	16%	45%	27%	44%
4	18%	26%	14%	7%	30%	15%	26%	26%	25%	13%	36%	23%
5=Very	63%	6%	79%	1%	53%	3%	30%	6%	53%	1%	27%	6%

Table 68: Community Survey Conditions Importance & Satisfaction #2

	Land Preservation		Parks		Entertainment		Community Character		Public Safety	
	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with	Important	Satisfied with
1=Not at all	2%	12%	1%	7%	5%	12%	1%	11%	1%	4%
2	4%	17%	3%	15%	8%	26%	1%	24%	1%	10%
3	16%	44%	14%	43%	24%	43%	9%	41%	4%	32%
4	27%	21%	34%	28%	39%	15%	27%	21%	20%	43%
5=Very	51%	5%	48%	7%	24%	4%	62%	3%	75%	12%

Table 69: Community Survey Issues and Desires #1

Stratford should ...	Waterfront Use				Open Space/Land Use				Economic Development				
	expand facilities for recreational boating/fishing	promote economic growth through commercial use of portions of the waterfront	increase waterfront recreation	expand the waterfront Greenway to connect to other parts of Town	protect natural resources along the waterfront	purchase land for natural resource protection	purchase land for recreational use (ball parks, fields)	acquire more open space along the waterfront	improve the appearance of its commercial areas	seek a diversified employment and tax base	support improvement of the airport	continue to support the expansion/retention of existing businesses	continue to offer tax incentives to attract new businesses
Agree	56%	61%	76%	78%	82%	56%	50%	66%	91%	81%	60%	93%	72%
Disagree	17%	25%	12%	9%	6%	23%	30%	16%	3%	5%	21%	3%	14%
Not sure/No opinion	28%	14%	13%	13%	12%	21%	20%	17%	6%	14%	19%	4%	13%

Table 70: Community Survey Issues and Desires #2

Stratford should ...	Housing				Community Character				Transit/Transportation			
	buy land to build new housing	build more senior housing	make units available to first time homebuyers	have more rental housing	encourage more housing near the train station and Stratford Center	take greater pride in its history	improve the sidewalks to be more pedestrian friendly	create bike lanes through the Town	encourage private owners to preserve historic buildings	improve the train station	add commuter parking	make it easier for citizens to walk or bike to the train station
Agree	11%	23%	37%	20%	44%	81%	88%	72%	81%	70%	84%	87%
Disagree	70%	49%	34%	57%	33%	6%	4%	14%	7%	13%	7%	4%
Not sure/No opinion	19%	28%	28%	23%	23%	14%	8%	14%	12%	17%	8%	9%

