

This Black Rock NRZ 2019 Annual Report is submitted in accordance with the Black Rock NRZ Bylaws Section 6.08.

I. Executive Overview

After a decade-long effort, the Black Rock NRZ began the process of amending its Strategic plan. A committee was formed that developed new strategic goals. After much input from the community, business owners, and NRZ board members, the committee submitted their Strategic Goals which were formally adopted by the Board of Directors in early 2020. The approved Strategic Goals are listed in Appendix A.

The City is providing funding to hire a consultant who will help complete the development of an amended Strategic plan. The plan will be reviewed by the City's Office of Planning and Economic Development (OPED) and then submitted to the City Council for approval. It will then be submitted for State approval.

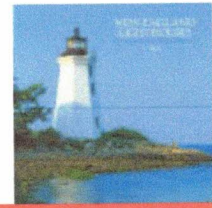
The NRZ's keystone goal for the revitalization of Black Rock was to establish a Village District along Fairfield Avenue. This goal was completed in 2015 when the Black Rock Commercial Village Overlay District was incorporated into the City's Zoning Regulations. (For brevity, this is called the Black Rock Village in this report.)

The NRZ bylaws will be updated to support the amended Strategic Plan. Anticipated changes will be to update the Standing Committee structure to attract and improve venues along the Fairfield Avenue Village District and to extend the district to the border with the West Side NRZ. Among the changes being considered are:

- **Standing Committee 1.** Business, Economic Development & Land Use: business assistance, marketing, land use advocacy and monitoring (overlapping concerns)
- **Standing Committee 2.** Outreach and Communications: active and timely dissemination of news and information; assist with marketing efforts for other committees, contact with other local organizations
- **Standing Committee 3.** Environment: address public health concerns and environmental justice and awareness (going beyond efforts of the Ash Creek Conservation Association)
- **Standing Committee 4.** Quality of Life (including arts, entertainment, education, and culture): cultivation and publicity of arts, artistic venues, entertainment as well as general education advocacy

Currently, the Safety Committee is largely under the auspices of the BRCC. As most formal public education matters are addressed at the public policy level, a separate Education committee is not needed.

The NRZ will seek to install co-chairs of each committee, with the goals of expanding leadership, sharing the responsibilities, and adding different talents.



II. Organization

The 2019 Members of the Board of Directors were:

David Barbour	Karyn Leito
Phil Blagys	Michelle Margo
Scott Burns	Lazaros Papanikolaou
Robert Foley	Brian Silvestro
Courtney Hartl	John Soltis
Peter Holecz	Kate Spain
Joseph Ianniello	L. Kraig Steffen
Calvin Jones	John Weldon
John Marshall Lee	Bruce Williams
Joe Larcheveque	
EX Officio Members	
Office	
Christina Smith	130 th District City Council Member
Peter Spain	130 th District City Council Member
Steven Stafstrom	129 th Assembly District State Representative

The 2019 Executive Committee consisted of the following elected members:

President:	Scott Burns
Vice President:	David Barbour
Treasurer:	John Marshall Lee
Secretary:	Joe Larcheveque*
Elected Member:	Phillip Blagys
Elected Member:	Joseph Ianniello

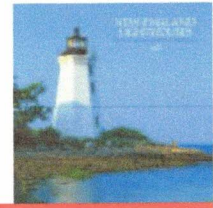
*Resigned as Secretary in February 2019. Executive Committee member Joseph Ianniello acted as secretary for most of 2019.

III. Committees

John Marshall Lee (chairman) and John Soltis served on the Nominating Standing Committee. Board members also appointed to this committee are Michelle Margo and Courtney Hartl.

In addition to the Nominating Standing Committee, the bylaws define six Standing Committees that drive the Strategic Plan implementation process. The Standing Committees and their chairpersons were:

Standing Committee	Name	Chairperson
1	Business & Economic Development	Dave Barbour
2	Education	Open
3	Arts, Entertainment & Culture	Bruce Williams
4	Land Use, Development, & Historic Preservation	Dave Barbour
5	Outreach and Communications	Open
6	Quality of Life, Environment, & Public Safety	Phil Blagys, Kraig Steffen



Design Committee: This special committee was established to address aesthetic concerns associated with new development. Personnel with special skills serve on this committee and the committee's importance will increase as the NRZ evolves to the next phase of Black Rock development and revitalization. It will probably be merged with Standing Committee 1.

Strategic Plan Update Committee: This is a special committee. The committee was chaired by Christina Smith. Other members included Claire Burns and Vanessa Liles. Vanessa is a member of the West Side NRZ. A main thrust was to get representation from residents and businesses within Census Tract 702.

IV. OPERATIONS

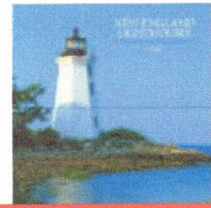
There were 4 regular and 4 special meetings of the Board of Directors in 2019. There were also meetings of the Executive Committee and the NRZ Standing Committees.

As part of the bylaws the NRZ supports other Black Rock groups. In 2019 the NRZ worked with the following groups:

- ❖ Ash Creek Conservation Association (ACCA)
- ❖ Black Rock Art Guild (BRAG)
- ❖ Black Rock Community Council (BRCC)
- ❖ Black Rock Farmers Market. The NRZ served until 2018 as fiduciary for the market and provided funding. The Farmers Market did not continue in 2019 because of economic issues.
- ❖ Black Rock Garden Club (BRGC)
- ❖ Boys and Girls Village in Bridgeport
- ❖ Burroughs Community Center (BCC)
- ❖ Business Owners of Black Rock (BOBR)*
- ❖ Friends of the Bridgeport Public Library (FBPL)
- ❖ Planning Interface for Bridgeport Urban Agriculture Master Plan

*This new organization was formed in Black Rock in 2019. BOBR is a business group established for the purpose of setting goals and priorities for retail and service businesses along Fairfield Avenue. It has started to take root and is coordinating efforts with the NRZ. BOBR and the NRZ as well as the President of the Bridgeport Economic Development Corporation (BEDCO) met on June 4, 2019 to discuss concerns and goals. The President and CEO of the City's Downtown Special Services District (DSSD) a member of the NRZ Board and the manager of Black Rock's Peoples Bank at Stop & Shop plan to engage as well. The meeting was hosted by the property owner and the business manager at WerkSpace which is a well-designed, active co-working space in the Village District.

The Black Rock NRZ's John Marshall Lee and the West Side NRZ's Frank Borres established the Bridgeport NRZ Leadership Committee (BNLC) that consists of the



leaders in each of the eight Bridgeport NRZs. Joseph Ianniello, a member of the Black Rock NRZ Executive Committee, was Secretary of the BNLC in 2019.

The December 2019 NRZ Leadership Committee meeting included members of the Bridgeport State Legislative Delegation and members of the City Council. The goal was to determine how the eight Bridgeport NRZs can help elected officials by providing information on community needs and desires, communicating the work and strategy of these officials to the community, and how the NRZs and their communities can work with the officials to revitalize Bridgeport.

The meeting addressed three general areas:

- ❖ **Major Development Issues at Steelpointe in the East End NRZ.** This area of the city has blossomed over the last several years with important developments. It is expected to continue this renaissance with a potential \$500M Casino and Resort Center. A lot of issues have to be resolved to help this development. If it fails it is expected that the unique location will attract other large developments at Steelpointe. This development is important to all Bridgeport NRZs.
- ❖ **Obtaining and Managing State Funding for NRZs.** A \$1M State grant for six NRZs was awarded to the City was not acted upon by the City for about five years. The NRZs have asked for lists of state funding allocated for the NRZs and they plan to monitor the status of this funding, including working with the City Council and the appropriate city departments, to ensure that the grants are initiated in a timely fashion. The NRZs agreed to partner with the City and use this grant in the City's sidewalks program.
- ❖ **Bridgeport Quality of Life Issues.** The City doesn't enforce ordinances on many quality of life issues such as littering, tractor trailers parked on streets overnight, abandoned cars, etc. These types of issues leave our neighborhoods looking uncared-for and neglected. The Leadership Committee hopes to find ways it can help the City address these issues.

The Black Rock NRZ worked with members of both the City of Bridgeport's administration and the State Legislature, including the following people in 2019:

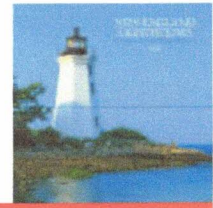
- ❖ Steven Stafstrom, 129th (Black Rock) District State Representative
- ❖ Peter Spain, 130th City Council Member and a board member
- ❖ Christina Smith, 130th City Council Member and a board member
- ❖ Jennifer Edwards, OPED Neighborhood Outreach Coordinator
- ❖ Angie Staltaro, a retired member of the disbanded Neighborhood Revitalization Department and now a consultant working with OPED.

V. Treasurer's Report

Treasurer John Marshall Lee reported that as of December 31, 2019 the People's Bank checking account balance was \$9,651.97.

During 2019 the NRZ made the following donations:

- Burroughs Community Center (BCC): \$1,000 to the BCC to support their annual fund raiser, a Taste of Black Rock.



- Black Rock 375 Celebration: \$1,000 to support the celebration of the 375th anniversary of Black Rock.
- Aim Higher Together Bridgeport: \$1,000 to support this collaborative initiative between community groups and artists with the objective to use the arts to encourage the community to come together to work towards an end to gun violence in Bridgeport and Fairfield County.

VI. Highlights of Activities

Standing Committee 1: Business and Economic Development:

Major projects in 2019 were:

- a. The Pedestrian Bridge from Black Rock to the Fairfield Metro Train Station
- b. Black Rock Commercial Village District Gateway Improvements
- c. Lofts at Fairfield Metro. (Note: This is a preliminary project name and is expected to change).

Each project is described below.

- a. Pedestrian Bridge — Black Rock to Fairfield Metro Train Station:

In 2015, Bridgeport secured \$3.8 million in Connecticut Department of Transportation funds to build a pedestrian bridge in Black Rock over Ash Creek to the Fairfield Metro train station.

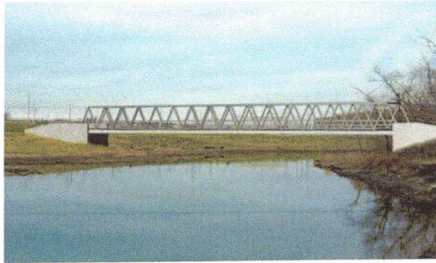
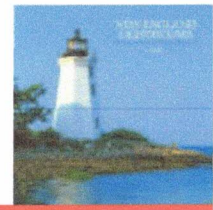
The 160-foot steel truss bridge will provide greater access for Black Rock residents to the train station. With a walkway width of 14 feet, the bridge will be a safe and convenient improvement to Bridgeport's transit oriented development.

The project also includes improvements to Fox Street (where one end of the bridge will connect) in anticipation of the increase in pedestrian and bicycle activity from Fairfield Avenue to the bridge site. The work includes reconstruction of sidewalks and curbs, along with the planting of street trees, and with the potential to extend the existing bicycle route from Fairfield Avenue to the bridge.

On the Bridgeport side of the bridge, there will be a gateway plaza constructed to connect to the bridge. On the Fairfield side, there will be work to help connect the wetlands walking trail and the train station.

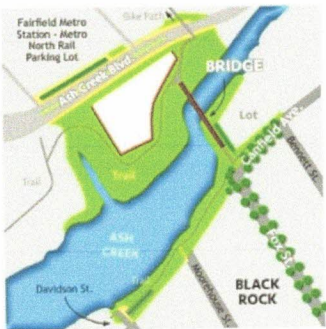
The design has been completed, however construction was delayed. This project stalled in 2019 as a result of both conflicts with the property's owner on the Fairfield side as well as with securing the necessary approvals and permits from the town of Fairfield. The permission was granted in early 2020; the funding is still in place, and work will continue as soon as the City authorizes a restart. The latest estimate to completion is 2021.

Below are two illustrations that show a drawing of the bridge and its planned location.



A rendition of the pedestrian bridge span over Ash Creek that will connect the Bridgeport neighborhood of Black Rock with the Fairfield Metro Rail Station in Fairfield.

Also, a narrowing of the roadway should slow vehicular speeds further addressing the traffic calming strategy of this project.



A site plan of the pedestrian bridge showing the access via existing city streets and a walking trail along Ash Creek.

b. Black Rock Commercial Village District Gateway Improvements:

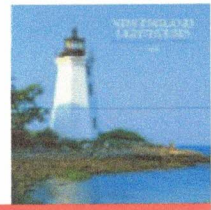
Work ceased on the \$500,000 state grant to improve the section of Black Rock along Fairfield Avenue from the Fairfield town line to Brewster Street in 2019 as a result of an ongoing audit of city finances and contracts being conducted by the federal government. There is no estimate as to when this improvement project will be continued. Design of the intersection was completed by Freeman Companies in 2018.

Below is a description of the project.

The Brewster Street and Fairfield Avenue intersection is considered the center of the Black Rock Commercial Village District.

The Black Rock Business District Gateway Improvements consist of traffic calming strategies to improve the safety for pedestrians, bicyclists, and motor vehicles while creating aesthetic infrastructure improvements to the streetscape. Along with sidewalk and planting improvements, focal design features include integrated stormwater bioswales, pervious parking stalls, stamped concrete sidewalks, large thermo/epoxy graphics in the roadway that are representative of the neighborhood character and a treatment for an existing historic mile marker.

Attractive corner "bump-outs" will provide a traffic-calming, pedestrian-safe area on each of the four curb corners on Fairfield Avenue at Brewster Street. A bump-out is an 8-foot projection at crossways into the avenue that enables a motorist to see pedestrians waiting to cross the street. This improves safety since pedestrians **will** have a shorter crossing distance. Also, a narrowing of the roadway should slow down traffic.



c. Lofts at Fairfield Metro Project (This is a preliminary name):

Initial meeting: The developers, EastPointe and Spinnaker companies requested a meeting with the NRZ to discuss this proposed development. They met with the Land Use Standing Committee on April 3, 2019.

This proposed development of approximately 300 market rate apartments is being done at the location of the defunct Showcase Cinemas on Canfield Avenue. There will be two buildings; one at the site of the Cinemas and the other at the parking lot across Canfield Avenue. Both will need an approval from the City's zoning board to rezone the parking lot to enable building the second group of apartments.

This complex will be located about 0.25 miles from the intersection of Brewster Street and Fairfield Avenue, which is the center of the Village District. This close proximity to the Village District is appealing to the NRZ and the City. Also, the City will receive more money in taxes from the apartments than from the theaters.

At a subsequent Special Meeting the developers explained the project to the NRZ Board of Directors. The Board agreed to follow the recommendation of the Land Use Standing Committee empowered the NRZ President and others to appear before the Zoning Board to provide a formal letter urging them to approve the developer's petition for a zone change. The petition was granted.

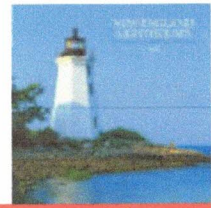
Spinnaker has a good track record. They are targeting rentals to cost less than the Trademark apartments located just across the city line in Fairfield at the corner of Black Rock Turnpike and Commerce Drive.

Status Update: At the January 2020 Board of Directors Regular Meeting, Bill Finger of Fairfield's Eastpointe gave a presentation on the project to develop 300 apartments at the site of the theatres on Canfield Avenue. Eastpointe is partnered with LLC Norwalk-based Spinnaker Real Estate on this project.

Mr. Finger said there will be two buildings; one at the site of the Cinemas and the other at the parking lot across Canfield Avenue. The zoning board approved their request to rezone the parking lot to enable building the second group of apartments. The Black Rock NRZ supported the developers at the zoning hearing. The 300 apartments will consist of studio and one and two bedroom units. The building at the site of the cinemas will be six stories high. The one at the site of the parking lot will be five stories scaling down to four stories. The apartment complex will use 500 parking spaces that were part of the Showcase Cinema Theatre complex.

They have received nearly all permit signoffs; they are currently waiting for the State traffic permit signoff.

Mr. Finger listed the many amenities the apartment complex will include a heated swimming pool, bocce court, putting green, and a public walkway along Ash Creek.



The architects have completed the drawings. Construction is expected to begin in late March or early April. The first phase will be the demolition of the current building. The first small building will take 16 months, the larger building will take longer.

A major attraction is the apartments are within easy walking distance of the Fairfield Metro Train Station.

NRZ President Scott Burns said the developer has been very open with the NRZ. NRZ Vice President and Chairman of the Land Use Standing Committee Dave Barbour worked with them during the architectural phase and Mr. Finger said they found Dave's advice helpful and incorporated some of his committee's suggestions.

Standing Committee 2 Education:

With the \$13 million addition expanding Black Rock Elementary School to include classes for seventh and eighth grades completed in 2015, and the demolition of Longfellow School and building of the \$51 million Geraldine Claytor Magnet Academy (GCMA) completed in 2017, the tasks of this Standing Committee are complete. There may not be an Education Standing Committee in the updated bylaws to support the amended strategic plan.

Standing Committee 3: Arts, Entertainment, and Culture:

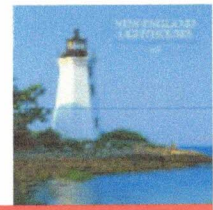
The goal of the Arts, Entertainment, and Culture Committee is to distinguish Black Rock as a recognizable center for arts, entertainment, and culture. Bruce Williams, Chairman of this Standing Committee, works closely with the Black Rock Art Guild (BRAG). In 2019 the Black Rock NRZ continued to support this effort.

Throughout 2019, BRAG had more than a dozen events with some showings for extended periods of time. These events consisted of poets reading their works, members' art shows, fundraising art auctions, and poetry written specifically for the displayed artwork. These events were held in Black Rock and at venues in Bridgeport and neighboring towns.

Black Rock's 4th annual PorchFest was a free music festival featuring performances by talented local musicians. Each performance was on a different porch in the neighborhood, hosted by Black Rock residents. Many people attended this event and some streets were blocked off to accommodate the crowds.

A 2020 strategic goal is to improve awareness of BRAG and other artists and artists' groups, musical venues, and performers who live and perform in Black Rock.

Another 2020 strategic goal is to encourage ongoing large scale public activities such as PorchFest.



Standing Committee 4: Land Use, Development, & Historic Preservation:

It is anticipated that this Standing Committee and the Design Review Committee will merge in 2020.

Design Review Committee: This special committee was established in 2016 to work mainly with Standing Committee 4 (Land Use, Development, & Historic Preservation). It is chaired by Vice President David Barbour.

The group includes members with expertise in architecture, landscape architecture, art, graphic design, and Black Rock history. In the interest of maintaining design quality in the neighborhood, the committee reviews proposed commercial developments, both private and public. Their primary focus is to assess a proposed development project specifically in regard to its design components and their aesthetic compatibility with the neighborhood. When aesthetic and/or design deficiencies are identified, the committee makes recommendations for improvements. The group also reviews petitions to the zoning boards to ensure that proposed projects maintain the quality compatible with the neighborhood. In 2020 an effort will be made to closely tie this committee with OPED.

The 2020 bylaws update should make this committee a Standing Committee.

SHPO Grant Application Proposal: In 2019 President Scott Burns wrote an application for a grant from the State Historic Preservation Office (SHPO).

SHPO offers matching, reimbursement Survey and Planning (S&P) grants of up to \$20,000.00 to Connecticut municipalities and 501(c) 3 nonprofits for a variety of historic preservation planning and predevelopment purposes.

Historic Resources Inventories are a detailed record of historic buildings, sites, structures, and/or objects within a defined geographical area, or multiple resources related to a theme, throughout the State. These documents are based on archival research, field work, and photography.

Historic Designation Reports are completed by an Architectural Historian or a Historian who meets the Secretary of the Interior's Professional Qualifications Standards as published in the Code of Federal Regulations, 36 CFR Part 61.

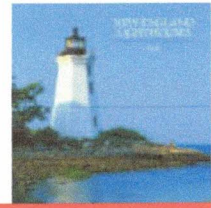
Documents must be supplied with the grant application written by President Burns.

In 2020 the Board of Directors voted to fully authorize Treasurer John Marshall Lee to execute any and all documents necessary for the Black Rock NRZ to apply to the State Historic Presentation Office for the Historic Resources Inventory Grant.

Standing Committee 5: Outreach and Communications:

The main function of this committee is to inform the Black Rock community about the NRZ, its organization and activities, and to encourage their involvement.

The NRZ has a website providing information to the community and can be accessed at: [Black Rock NRZ](http://BlackRockNRZ.org). This committee's function is expected to expand as



explained on page 1. (See page 1 description of a proposed Standing Committee 2 to be defined as part of the Strategic Plan bylaw amendments).

As part of the Strategic Goals Outreach, the NRZ raised its profile and attracted future board and committee members.

Standing Committee 6: Quality of Life, Environment, & Public Safety:

Quality of Life: Quality of life tasks are distributed among other Standing Committees.

Environmental Tasks: The NRZ Environmental tasks coincide with the efforts and mission of the Ash Creek Conservation Association (ACCA).

NRZ Board Member Dr. Kraig Steffen is also Vice President of the ACCA and liaises with environmental issues that are part of Standing Committee 6 tasks.

Public Safety: The BRCC Public Safety Committee is chaired by Phil Blagys who sits on the boards of both the Black Rock Community Council (BRCC) and the Black Rock NRZ.

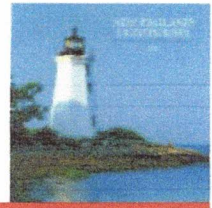
The BRCC Public Safety Council works to promote the safety and security of the community by integrating the efforts of residents with the Bridgeport Police Department and elected officials. It consists of neighbors (about 300 households) from all areas of Black Rock working together in a variety of roles to enhance the quality of life that Black Rock has always enjoyed. It is organized like a block watch with Area Coordinators, Street Captains, and Block Watch Members. Crime issues are vetted through this committee for accuracy.

The Safety Committee receives, summarizes, and monitors crime statistics from the Bridgeport Police Department. This summary is used to alert Black Rock residents to crime trends so that they can take action to improve the security of their property and be alert to watch for and report crimes.

BRCC Black Rock 375 Celebration:

The Black Rock Community Council celebrated Black Rock's 375th anniversary in 2019. There were many events throughout 2019 to honor and acknowledge the people, groups and moments that formed, inspired and enriched the history and community.

The mission of the Black Rock 375th BRCC Anniversary Committee, chaired by NRZ Executive Committee member Phil Blagys, was to share and celebrate the rich history and heritage of the Black Rock community. This history spans nearly four centuries beginning with the colonial settlement and including Black Rock's pivotal role in the War for Independence, their growth as a major trading and shipbuilding center, their transition to a thriving community linked to the growth of Bridgeport as an important industrial center and the development in the post-industrial years of a vibrant and close-knit community uniquely positioned to meet the challenges of the 21st century.



This anniversary included events intended to promote this rich and fascinating history. The committee planned and executed special 375th Anniversary exhibits, talks and presentations as well as walking tours and a special edition of the Black Rock Day Parade. Additionally, it organized memorial dedications including the Goody Knapp Dedication, developed a time capsule program in each of the three local schools and organized community celebrations including a final dinner dance. Furthermore, this year included educational programs in the local schools, a special anniversary street banner program, a virtual walking through history tour, anniversary apparel, calendar and cookbook and other events and programs consistent with their mission.

Black Rock 375 HarborFest was held on September 14th from 1 pm to 10 pm at all the organizations along Black Rock Harbor providing one of the year's memorable closing events of the year's anniversary celebration. Each private organization along the harbor and Captain's Cove provided musical entertainment and food throughout the day with the Norden Club and Port 5 making their celebrations open to the public. Additionally, the Port 5 Naval Veterans provided tours of their museum which contains a very interesting display of military items from past wars.

The day culminated with a fabulous boat parade illuminated by a spectacular firework display over the harbor that was enjoyed by hundreds along the Black Rock shoreline. HarborFest was a huge success and an event that is currently planned to be part of Black Rock's annual calendar.

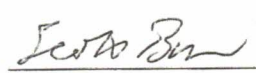
As a final celebration of this year's 375th anniversary, a dinner dance was held on Saturday night, September 28th at Captain's Cove Restaurant. The event was attended by dozens of members of the Black Rock community and was a wonderful celebration full of camaraderie and fun. And it truly captivated the community spirit that was the essence of the entire 375th anniversary celebration.

Respectively submitted,

Approved by,

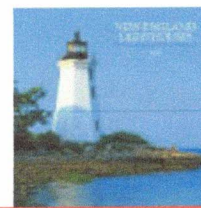

Joseph W. Ianniello
Executive Committee

4/17/20
Date


Scott Burns
President

4/18/20
Date

This report was approved by the Executive Committee on April 15, 2020.



Appendix A: Black Rock NRZ Strategic Goals

A. Implementation	
1. Board approval of Strategic Plan Amendment	1. Within 1 year
2. Submit to City of Bridgeport & State of Connecticut for approval	2. Within 1 year
B. Environment and Open Space	
3. Find location and help create a Dog Park in Black Rock	3. 1-5 years
4. Support restoration and continuance of Black Rock Farmers' Market	4. Within 1 year
5. Expand connections with ACCA, DEEP, Save our Sound, etc.	5. Within 1 year
6. Address low-lying, flood-prone areas	6. 1-5 years
7. Advocate on behalf of environmental public health issues, including benefiting from the PSEG ETF	7. Ongoing
8. Activate clean-up and community events that draw residents, business owners, students, etc.	8. Within 1 year
9. Support completion of Capozzi Park renovation	9. 1-5 years
C. Arts, Culture and Entertainment	
10. Improve awareness of BRAG and other artists and artists' groups; musical venues and performers who live and perform in Black Rock	10. Within 1 year
11. Encourage on-going large scale public activities, such as Porchfest	11. Ongoing
D. Zoning, Land Use and Design, and Historic Preservation	
12. Serve as an advocate and neutral arbiter for those seeking zoning changes, variances, etc. among residents, business owners, and developers	12. Ongoing
13. Create policies that emphasize continuity of design among Fairfield Avenue businesses	13. Within 1 year
14. Use zoning regulations to explore parking limits and options: alternate-side-of-the-street parking; angled parking; privately developed parking lots	14. 1-5 years
15. Redesign of Brewster Street between Fairfield Ave and Black Rock Turnpike: Address safety and parking issues, linkages with Fairfield Metro train station	15. 1-5 years
16. Develop policies that reflect concerns with possible detrimental gentrification impacts	16. Within 1 year
E. Business and Economic Development	
17. Revitalize Fairfield Avenue Business District, from Fairfield town line to I-95	17. 1-5 years
18. Explore possibility of reconfiguring Fairfield Ave into a one-lane/bike lane/turning lane roadway with more parking, safer pedestrian access, fewer or no medians	18. 1-5 years
19. Seek ways to support appropriate development on the property at corner of Courtland/Fairfield Ave	19. 1-5 years
20. Actively seek and draw in new businesses, including but not limited to bank, pharmacy, dry cleaner, more/affordable restaurants, reflecting mix of ages, ethnic populations	20. Ongoing
21. Actively market Black Rock as a livable, investable area	21. Within 1 year
22. Investigate history and developmental viability of 10 Brewster St., aka "Savage Property"	22. Within 1 year
F. Design Review and Development Standards	
23. Expand knowledge of CVOD and its impact among residents, business owners	23. Within 1 year
24. Explore and implement streetscape improvements throughout Fairfield Avenue corridor	24. Within 1 year
25. Share design possibilities with current and prospective business and property owners	25. Ongoing
G. Circulation, Access, Transportation and Parking	
26. Develop parking plan for Fairfield Avenue business district	26. 1-5 years
27. Improve parking for Black Rock Library	27. 1-5 years
28. Improve and/or increase number of flashing crosswalks in Black Rock	28. 1-5 years
29. Address 'parking on the corners' problem	29. Within 1 year
30. Continue to advocate for construction of Ash Creek Pedestrian Bridge	30. Within 1 year
31. Provide bike lanes and bike racks	31. 1-5 years
H. Quality of Life	
32. Advocate for renovation of Black Rock Senior Center	32. 1-5 years
33. Expand awareness among residents of BRCC Safety Committee, general public safety	33. Within 1 year
34. Advocate for increase physical (walking) presence of police, during day and night	34. Within 1 year
I. Education	
35. Secure for Black Rock NRZ a seat at the table for design of new Bassick HS	35. 1-5 years
36. Publicize role of Black Rock and Captain's Cove as centers of education: elementary schools; Aquaculture School; collegiate and secondary sailing and rowing teams	36. Ongoing